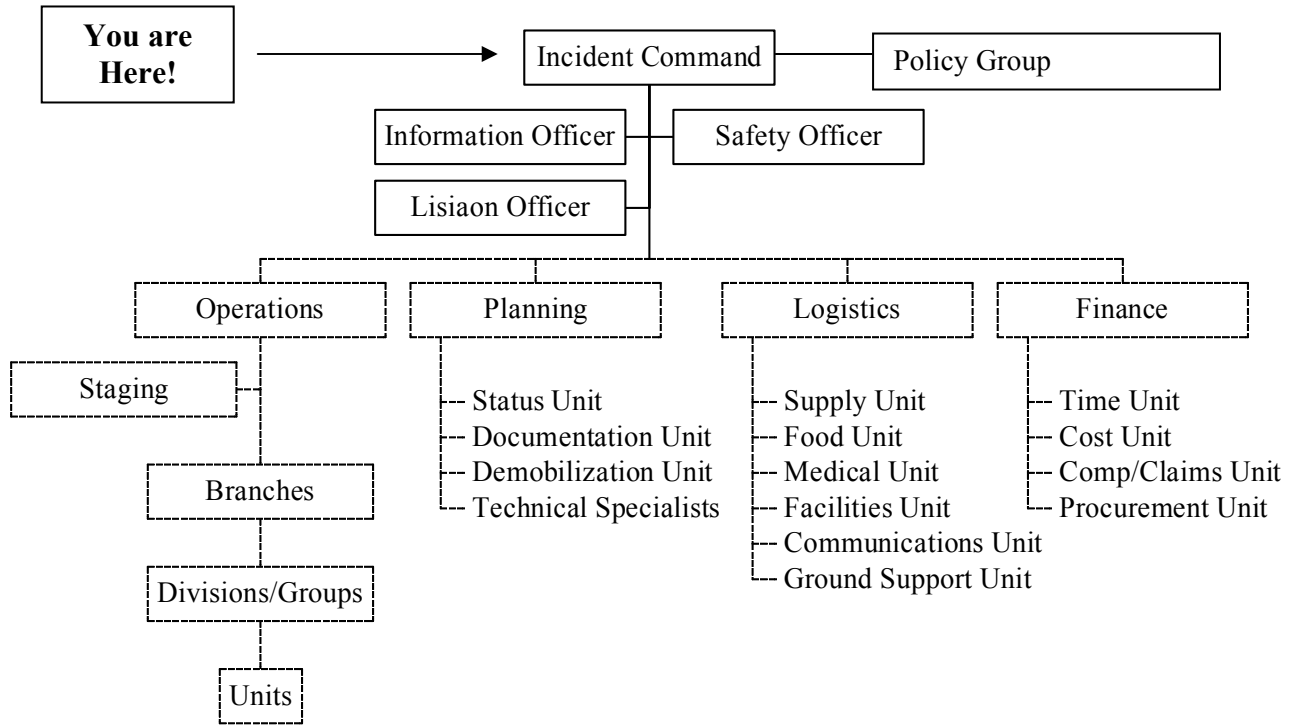


Section 4-A Incident Command Position Checklist



Functional Description:

- Responsible for the overall management of the emergency
- Responsible for the development and implementation of strategic goals and objectives
- Responsible for approving the ordering and release of resources
- Responsible for any functions not assigned/delegated
- May be single (one person from one agency), or unified (shared with other personnel from other city department, agencies or jurisdictions who share authority for the incident)
- May be assumed by the City Manager, who has responsibility for operations within the City of Hillsboro under the Municipal Code

IC Reports to: City Manager or Policy Group
Reports to IC: Command Staff (Information, Liaison, and Safety Officers)
 General Staff (Operations, Planning, Logistics, and Finance Section Chiefs)

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

- Supervise Command and General Staff; ensure welfare and safety of incident personnel.
- Obtain initial briefing (ICS 201 and/or EOC Staff Briefing Form).
- Assess incident situation.
 - Review the current situation status and initial strategic objectives.
 - Ensure that all County, State and Federal agencies impacted by the incident are notified.
- Determine need for/establish Unified Command (see Planning Process for information on Command Meeting for Unified Commanders).
- Authorize evacuation request, as necessary.
- Determine appropriate reception area and/or work with American Red Cross to determine shelter locations.
- Authorize use of the Emergency Alerting System (EAS) and/or the Community Notification System (CNS) to alert and warn public.
 - Confirm that an *imminent, life-threatening situation* requires immediate protective action instructions to the general public using EAS/CNS. (If not, work through “normal” news media contacts and *do not activate EAS.*)
 - Review and approve protective action statement. (EAS technology requires the message be less than 2 minutes of audio.)
 - Ensure that City Manager and EOC staff have been informed of EAS/CNS activation. Provide a written copy of the protective action statement.
 - Ensure that EAS/CNS resources are informed when their services are no longer needed.
 - Complete and sign Warning Log
- Request activation of Emergency Operations Center (EOC). Ensure key personnel are aware of the location and status of EOC.
- Activate appropriate Command and General Staff positions. Safety Officer must be appointed on hazardous materials incidents.
 - Confirm dispatch and arrival times of activated resources.
 - Confirm work assignments.
- Direct the call back of off-duty personnel as needed (keep in mind the possible need to staff additional shifts).
- Brief staff
 - Identify strategic incident goals and any policy directives for the management of the incident.
 - Provide a summary of current organization.
 - Provide a review of current incident activities.
 - Determine the time and location of first planning meeting.

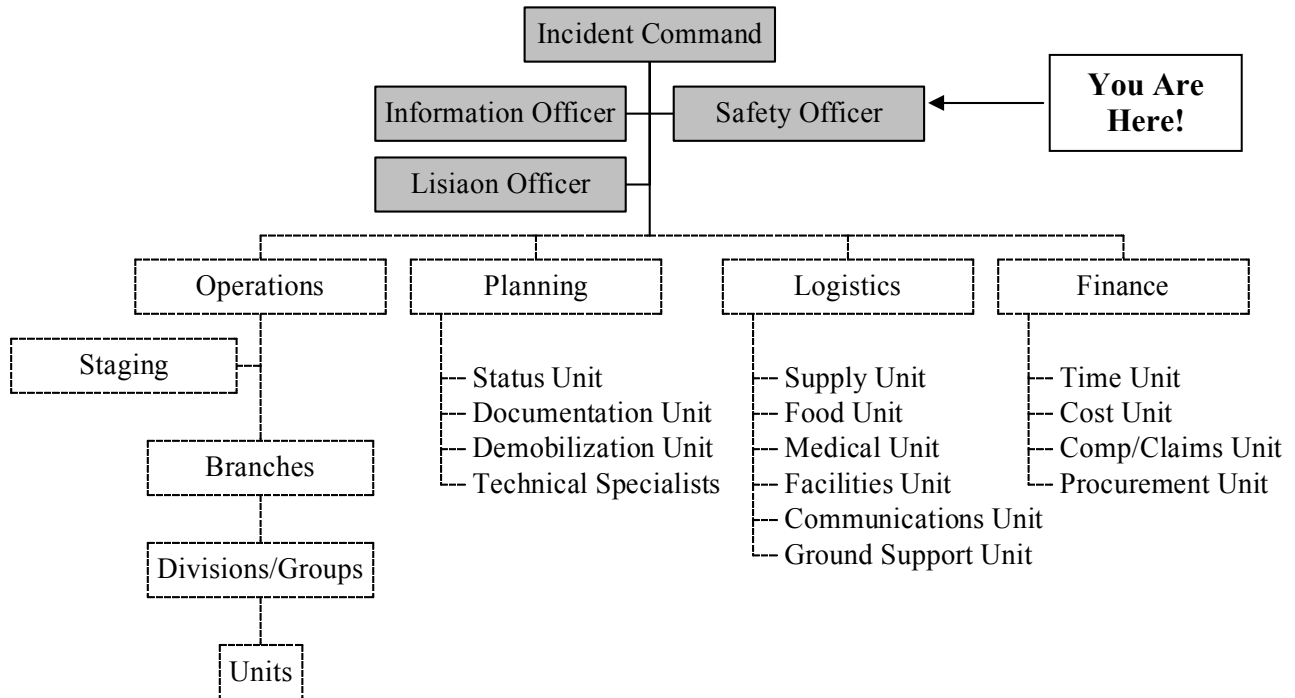
- Define required level of operational security.
- Define rules of engagement and conditions for aborting mission.
- Determine information needs and inform staff of requirements.
- Notify Mayor and City Council of incident, and keep them informed as to incident status and activities. Include Mayor or Council President in planning meetings as appropriate.
 - Determine status of Disaster Declaration
- Establish parameters for resource requests and releases.
 - Review requests for critical resources.
 - Confirm who has ordering authority within the organization.
 - Confirm those orders which require Command authorization.
- Authorize release of information to the media.
 - If operating within a Unified Command, ensure all IC's sign release.
- Establish level of planning to be accomplished.
 - Written Incident Action Plan
 - Contingency Planning
 - Formal planning meeting
- Ensure planning meetings are conducted as indicated:

Planning Process Checklist		
<u>Task</u>	<u>Primary Responsibility</u>	
1. Briefing on situation/resource status	Planning	
2. Set incident objectives	Incident Command	
3. Plot control lines and division boundaries	Operations	
4. Specify tactics for each division/group	Operations	
5. Specify resources needed by division/group	Operations, Planning	
6. Specify facilities and reporting locations	Operations, Planning, Logistics	
7. Develop resource and personnel order	Logistics	
8. Consider communications/Medical/traffic plan requirements	Planning, Logistics	
9. Consider safety issues	Safety	
10. Provide financial update	Finance	
11. Consider interagency liaison issues	Liaison	
12. Consider information issues	Public Information	
13. Finalize/approve/implement plan	Incident Command/All	

- Approve and authorize implementation of the Incident Action Plan.
 - Review IAP for completeness and accuracy

- Verify that objectives are incorporated and prioritized.
 - Sign ICS 202
- Ensure Command and General Staff coordination.
 - Periodically check progress on assigned tasks of Command and General Staff personnel.
 - Approve necessary changes to strategic goals and action plan.
 - Ensure that Liaison Officer is making periodic contact with participating agencies.
- Review applicable hazard-specific annex(es).
- Declare state of emergency as necessary.
 - See City of Hillsboro Municipal Code Section 2.46 and Section I of the Emergency Management Plan.
 - Request a special session of the Council to ratify the declaration.
 - Ensure declaration is forwarded to the Washington County EOC.
- Review and approve Situation Status Reports and Damage Assessments from Planning Section prior to forwarding to Washington County.
- Document all significant actions and information on Unit Log (ICS214).

Section 4-B Safety Officer Position Checklist



SAFETY OFFICER

The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will ordinarily correct unsafe strategies and tactics through the planning process, and unsafe acts through the regular chain of command, although the Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required. The Safety Officer approves the Medical Plan (ICS - 206), and includes safety messages in each Incident Action Plan. When the EOC is activated, the Supervisory Safety Officer will report to the EOC to provide overall safety oversight. Assistant Safety Officers will be assigned to high-risk on-scene operations (in the event of a hazardous materials incident, the Hazmat Team Safety Officer will be assigned as the scene Assistant Safety Officer, and will report to the Supervisory Safety Officer). Depending upon the needs of the incident, the Safety Officer may require additional staff from other disciplines, or special technical support.

Report to:

Incident Commander

Reports to You:

Assistant Safety Officers, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Incident Commander and/or from the initial on-scene Safety Officer.

- Identify hazardous situations associated with the incident. Ensure adequate levels of protective equipment are available, and being used.
- Staff and organize function as appropriate. In multi-discipline incidents, consider the use of an Assistant Safety Officer from each discipline. Multiple high-risk operations may require an Assistant Safety Officer at each site. Request additional staff from the appropriate lead agency.
- Identify potentially unsafe acts.
- Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations.
- Ensure adequate sanitation and safety in food preparation.
- Debrief Assistant Safety Officers prior to planning meetings.
- Participate in planning and tactics meetings.
 - Listen to tactical options being considered. If potentially unsafe, assist in identifying options, protective actions, or alternate tactics.
 - Discuss accidents/injuries to date. Make recommendations on preventative or corrective actions.

Planning Process Checklist		
<u>Task</u>	<u>Primary Responsibility</u>	
1. Briefing on situation/resource status	Planning	
2. Set incident objectives	Incident Command	
3. Plot control lines and division boundaries	Operations	
4. Specify tactics for each division/group	Operations	
5. Specify resources needed by division/group	Operations, Planning	
6. Specify facilities and reporting locations	Operations, Planning, Logistics	
7. Develop resource and personnel order	Logistics	
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics	
9. Consider safety issues	Safety	
10. Provide financial update	Finance	
11. Consider interagency liaison issues	Liaison	
12. Consider information issues	Public Information	
13. Finalize/approve/implement plan	Incident Command/All	

- Participate in the development of Incident Action Plans.
 - Review and approve Medical Plan (ICS 206)
 - Provide safety message.
 - Assist in the development of “Special Instructions” block of ICS 204 as requested by the Planning Section.

- Investigate accidents that have occurred within incident areas.
 - Ensure accident scene is preserved for investigation.
 - Ensure accident is properly documented.
 - Coordinate with Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
 - Prepare accident report
 - Recommend corrective actions to IC and Department.
- Coordinate Critical Incident Stress, hazardous materials, and other debriefings as necessary.
- Review hazard specific annex.
- Maintain Unit Log (ICS - 214).

Safety Staff

Assistant Safety Officer

The Assistant Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations associated with high risk tactical operations, and developing measures for assuring personnel safety. The Assistant Safety Officer will ordinarily correct unsafe acts through the regular chain of command, although the Assistant Safety Officer may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

Report to:
Reports to You:

Supervisory Safety Officers
Technical Specialists as assigned

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Supervisory Safety Officer.
 - Determine operational assignment.
 - Determine location of operational assignment
- Identify hazardous situations associated with the assigned operation(s). Ensure adequate and appropriate levels of protective equipment are available, and being used.
- Determine the need for additional Assistant Safety Officers, or for technical assistance. Request through the Supervisory Safety Officer.
- Identify potentially unsafe acts.
- Identify corrective actions, and ensure implementation. Coordinate corrective action with Command and Operations; report your actions to the Supervisory Safety Officer.
- Debrief Supervisory Safety Officer prior to planning meetings.

- Discuss safety concerns on current and proposed tactics.
- Identify corrective actions, or alternate tactics.
- Assist in identifying appropriate levels of protective equipment.

- Participate in planning and tactics meetings as requested.

- Assist in the investigation of accidents that have occurred within incident areas.
 - Ensure accident scene is preserved for investigation.
 - Ensure accident is properly documented.
 - Coordinate with Supervisory Information Officer, Incident Compensation and Claims Unit Leader, City Risk Manager, and OR-OSHA.
 - Assist in the preparation of accident reports.

- Maintain Unit Log (ICS - 214).

- Obtain briefing from the Incident Commander.
 - Determine current status of Incident (ICS 209 or equivalent)
 - Identify current organization (ICS 201, ICS 203, t-cards)
 - Determine point of contact for media (PIO at scene or EOC)
 - Determine current media presence
- Determine status of alert and warning and use of the Emergency Alert System. With the IC, determine who will be responsible for managing alert and warning.
 - How often and under what conditions will the Emergency Alert System (EAS) be used.
 - What other impacted agencies or jurisdictions may also be using the EAS.
- Assess need for special alert and warning efforts, including the hearing impaired, non-English speaking populations, and industries especially at risk for a specific hazard, or which may need advance warning notice to shut down processes.
- Publicize evacuation plan and instructions to the public with the Emergency Alert System or local television and radio stations, in cooperation with Planning, Logistics, and Operations Sections, and with approval of the Incident Commander.
- Coordinate the development of public address and door-to-door protective action statements with Operations.
- Prepare initial information summary as soon as possible after activation. If no other information is available, consider the following general statement:

We are aware that an (accident/incident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location), and will notify the press at least 1/2 hour prior to the briefing. At this time, this briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance.

- Arrange for necessary work space, materials, telephones, and staff. Consider activating:
 - Protective Action Information Officer
 - Information Center Manager
 - JIC Officer
 - Internal Information Officer
 - Field Information Officer
- Establish contact with local and national media representatives as appropriate.
- Establish location of Information Center for media and public, away from EOC.
- Establish schedule for news briefings.

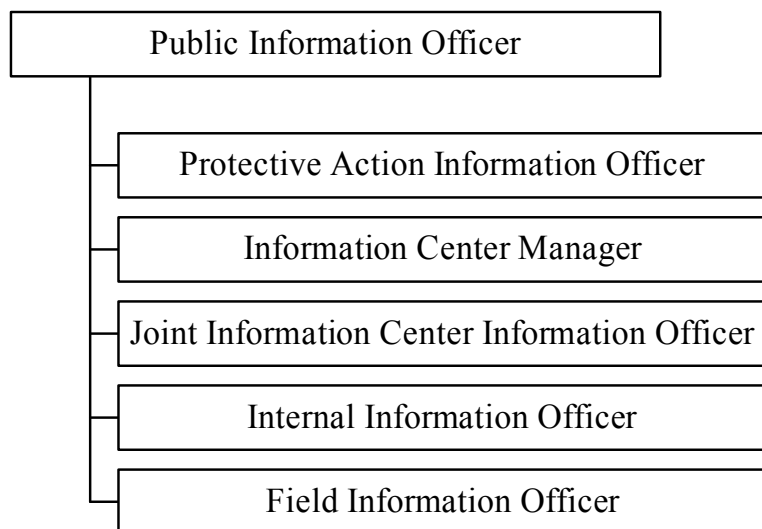
- Coordinate with Logistics the activation and staffing of message center "rumor control" lines to receive requests and answer questions from the public. Provide statement to operators.
- Obtain current incident status reports from the Planning Section; coordinate a schedule for updates.
- Observe constraints on the release of information imposed by the Incident Commander, and according to guidance provided in Section 2-d, Public Information, of the Emergency Management Plan.
- Obtain approval for information release from Incident Commander.
 - Confirm details to ensure no conflicting information is released.
 - Identify site and time for press briefings, and confirm participation by other incident management team members.
 - Confirm who can authorize information releases in the absence of the IC.
- Release news to media, and post information in the EOC and other appropriate locations.
- Record all interviews and copy all news releases. Contact media to correct erroneous or misleading information being provided to the public via the media.
- Update City Departments on a regular basis. Electronic mail may be used for Department updates (use the "Department Managers" and "Departmental Information" e-mail groups for immediate, simultaneous messages); establish phone line in the EOC dedicated to internal communications to update the Switchboard and "rumor control." Provide standard statement to respond to the general public's requests for information.
- Coordinate information releases with Information staff from other impacted jurisdictions. Ensure that information provided to the public is consistent across jurisdictional boundaries when appropriate.
- Update Dispatch at WCCCA.
- Attend Planning meetings and participate in the planning process:

Planning Process Checklist		
<u>Task</u>	<u>Primary Responsibility</u>	
1. Briefing on situation/resource status	Planning	
2. Set incident objectives	Incident Command	
3. Plot control lines and division boundaries	Operations	
4. Specify tactics for each division/group	Operations	
5. Specify resources needed by division/group	Operations, Planning	
6. Specify facilities and reporting locations	Operations, Planning, Logistics	
7. Develop resource and personnel order	Logistics	
8. Consider communications/Medical/ traffic plan	Planning, Logistics	

	requirements	
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- Respond to special requests for information.
- Provide all news releases, bulletins, and summaries to Documentation Unit to be included in the final incident package.
- Confirm the preferred method for release of information to evacuees and families.
- Confirm the process for the release of information on deceased names and numbers.
- Review hazard-specific annex.
- Document all activity on unit log (ICS 214).

Information Staff



Protective Action Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Protective Action IO reports to: Supervisory Public Information Officer

- Receive briefing from Supervisory Public Information Officer or Incident Commander.
- Determine status of the Emergency Alert System. If activated, obtain copy of current message.
 - Confirm how often and under what conditions the EAS should be used.
 - Confirm that use of the EAS has been coordinated with other impacted jurisdictions.
- Confirm information on current alert. Include:
 - Geographic boundaries of area affected.
 - Evacuation routes.
 - Traffic control points.
 - Reception or shelter area.
 - Protective actions.

The following may be used to assist in the formulation of protective action statements:

SHELTER IN-PLACE:

"At *(time)* today, City of Hillsboro public safety officials reported an industrial accident involving hazardous materials. The accident occurred at *(location and time)* today. The Incident Commander, City Manager, and the Fire and Police Chiefs request that all persons in *(names of areas)* should remain inside their houses or other closed building until public safety officials announce over radio or television that they can leave safely. If you are in the affected area, turn off heat, ventilation, cooling systems, and window or attic fans. Close all windows, doors, and vents, and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and experience difficulty breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building,. Failure to follow these instructions may result in exposure to the hazardous materials. Listen to the radio or television for further information."

PREPARE TO EVACUATE

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

EVACUATION

"At *(time)* today, City of Hillsboro public safety officials reported an incident involving *(description of situation)*. The incident occurred at *(location and time)*. The Incident Commander, City Manager, and the Fire and Police Chiefs request all persons in *(names of area)* to evacuate the area in an orderly manner. Please take the following actions to secure your home before you leave *(instructions may include shutting off gas and water, etc.)*. Drive or walk toward *(evacuation route)*. Emergency personnel will be along this route to direct you out of the

area. Please observe normal traffic laws. Failure to leave the area may result in severe injury or death. This message will be repeated until conditions change."

DEMOBILIZATION

"City of Hillsboro public safety officials have determined that the incident involving *(description of situation)* which occurred at *(location and time)* no longer presents a threat to public safety. Anyone who had previously been requested to evacuate or take other protective action may return home or leave shelter at this time. Thank you for your assistance and cooperation."

- Activate or update EAS as below: **ANY CHANGES TO EAS MESSAGES MUST BE APPROVED BY COMMAND.**
 - Develop statement
 - Obtain approval and signature on warning log from Command
 - Contact WCCCA and request system activation. Give your name as activating official and record the message.
 - Contact KUFO by telephone and inform the operator of system activation.

THIS PROCESS WILL CHANGE PRIOR TO THE NEXT REVISION OF THIS PLAN. CONFIRM PROCESS BEFORE ACTIVATION.

- Maintain warning log (form appears on 2-12) of messages released, provide copies to Documentation Unit.
- Keep Incident Commander and Information Officer updated on activities.
- Terminate use of alert systems as directed by contacting KBBT and requesting that broadcasts cease. Provide a demobilization statement.

WARNING LOG

1. Date: _____ Time: _____ am/pm Warning # _____

2. Situation:

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

3. Content of Warning:

Include exact wording of warning given.

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

Signature of authorizing official _____

5. Warning Terminated: _____ Date: _____ Time: _____ am/pm

6.

Ensure that all methods of alert and warning have been notified to terminate activities.

Signature of terminating official _____

BEGIN A NEW FORM FOR SUBSEQUENT WARNING MESSAGES

Information Staff

Information Center Manager

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Information Center Manager reports to: **Supervisory Public Information Officer**
Reports to You: **Information Center staff**

- Obtain briefing from Supervisory Public Information Officer.
- Determine location of Information Center; ensure that the location is relayed to the media and public.
 - Information Center may be co-located with the media briefing area
 - Should be easily accessible to citizens
- Ensure adequate staff and supplies.
- Post information, update maps, provide handouts as necessary.
- Confirm all information with Supervisory Public Information Officer prior to release.
- Respond to questions from media and public according to constraints established by Supervisory Public Information Officer.
- Be proactive in requesting information updates from Supervisory Public Information Officer.
 - Keep Supervisory Public Information Officer apprised on activity at media center.
 - Include numbers of people/media served, trends in information requested, etc.
- Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- Maintain Unit log (ICS214).

Information Staff

Joint Information Center (JIC) Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Joint Information Center (JIC) Officer Reports to:

Supervisory Public Information Officer

- Receive briefing from Supervisory Public Information Officer.
- Determine location and participants in Joint Information Center (JIC).
- Determine constraints on information to be provided to the JIC.
- Observe constraints established on information release.
 - Provide copies of JIC releases to Hillsboro EOC's Supervisory Information Officer.
 - Request that errors or misleading/confusing information be identified.
- Be proactive in requesting updates on information from Hillsboro EOC.
- Keep Hillsboro EOC Supervisory Public Information Officer apprised of activities of JIC.
- Maintain copies of releases; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- Document action taken on Unit log (ICS214).

Information Staff

Internal Information Officer

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Internal Information Officer Reports to: Supervisory Public Information Officer

- Obtain briefing from Supervisory Public Information Officer.
- Develop standard statement to be provided to communications points.
 - City Switchboard
 - Department Secretaries
 - Police Records
- Obtain approval for statements from Supervisory Public Information Officer.
- Determine communications methods available.
 - E-Mail and voice mail may be used to update all City staff simultaneously.
 - Use “all users” distribution lists only with approval from the Incident Commander.
- Determine what telephone line has been established for internal updates
 - Make sure City staff are apprised of the telephone number.
- Provide copies of statements to Communications Unit Leader for use by rumor control operators.
- Be proactive in requesting information updates from Supervisory Information Officer and other EOC staff.
 - Planning Section for Incident updates
 - Logistics Section for information on employee welfare and volunteer resource use.
- Update communications points on a regular schedule.
- Maintain copies of statements given; provide to Supervisory Public Information Officer for inclusion in Final Incident Package.
- Maintain Unit Log (ICS214).

Information Staff

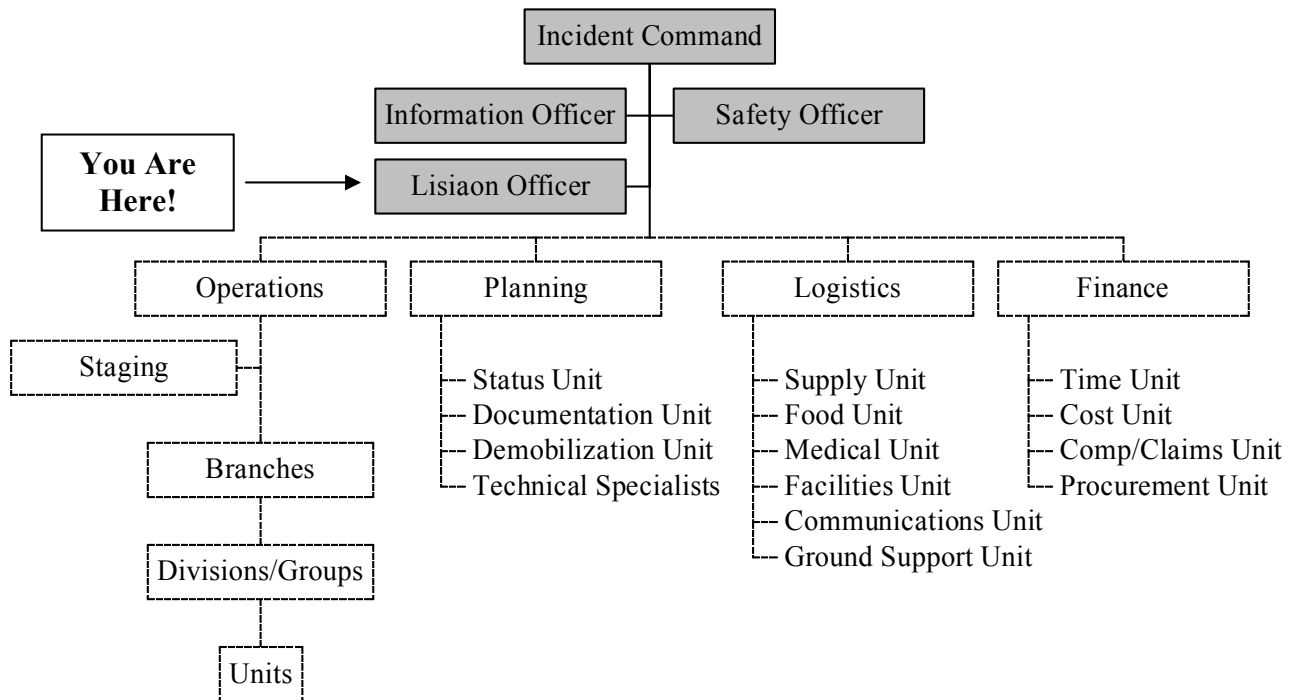
Field Information Officer

This checklist applies to the Field Information Officer when the Supervisory Public Information Officer is working out of the Emergency Operations Center. If the Field Information Officer is the only Information Officer on the Incident, the Public Information Officer checklist should be used in addition. The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

Field Information Officer Reports to: Supervisory Public Information Officer

- Obtain briefing from the Supervisory Public Information Officer.
- Determine best location for on-scene information operations.
- Determine constraints on, and obtain approval for on-scene information operation.
- Advertise on-scene media location via response radio.
- Determine need for special protective equipment for self and media.
- Obtain necessary equipment and supplies.
- Determine parameters and constraints on the release of information from IC or Supervisory Public Information Officer prior to releasing information to on-scene press.
- Provide information to on-scene media according to constraints established.
- Provide photo opportunities and tours of area as practical and safe. Coordinate these activities with response personnel.
 - Consider media "pool."
 - Ensure that press does not enter any incident area without clearance from the IC.
- Refer requests for interviews of response personnel to Supervisory Public Information Officer.
- Provide updates to Supervisory Public Information Officer as conditions change. Be proactive in requesting information from Supervisory Public Information Officer.
- Document actions taken on Unit Log (ICS214).

Section 4-D Liaison Officer Position Checklist



LIAISON OFFICER

The Liaison Officer, a member of the Command Staff, is the point of contact for assisting and cooperating agency representatives not part of a Unified Command organization. This may include representatives from other Police and Fire agencies, Red Cross, public works and engineering organizations, and others. It should be the policy of the organization to incorporate such entities into the actual operational organization of the incident, and to establish Command level communication at the Liaison Officer level.

Report to:
Reports to You:

Incident Commander
Agency Representatives, additional staff as needed.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from Incident Commander.
 - Obtain summary of Incident organization (ICS 201, 203)
 - Determine companies/agencies already involved in the incident, and whether they are cooperating (operating in a support mode "outside" the organization), or assisting (have equipment and/or personnel assigned to the organization).

- _____ Establish workspace for liaison function. Notify agency reps of location.

- _____ Contact and brief assisting/cooperating agency representatives and mutual aid cooperators:
 - _____ Fire - Washington County Fire Defense Board, Oregon Fire Marshal
 - _____ Law Enforcement - Washington County Sheriff, Beaverton Police Department, Oregon State Police.
 - _____ Public Works- Cornelius, Forest Grove, Beaverton, Washington County, Corps of Engineers, Oregon Department of Transportation.
 - _____ Emergency Management- Washington County, Oregon Emergency Management.
 - _____ Emergency Medical- Metro West Ambulance, HEAR.

- _____ Identify agency representatives from each agency, including communications link and locations.

- _____ Interview agency representatives concerning resources and capabilities, and restrictions on use-provide this information at planning meetings.

- _____ Work with Public Information Officer and Incident Commander to coordinate media releases associated with inter-governmental cooperation issues.

- _____ Monitor incident operations to identify potential inter-organizational problems. Keep Command apprised of such issues.
 - Receive and bring to the attention of incident management team complaints pertaining to logistical problems, inadequate communications, and strategic and tactical direction.

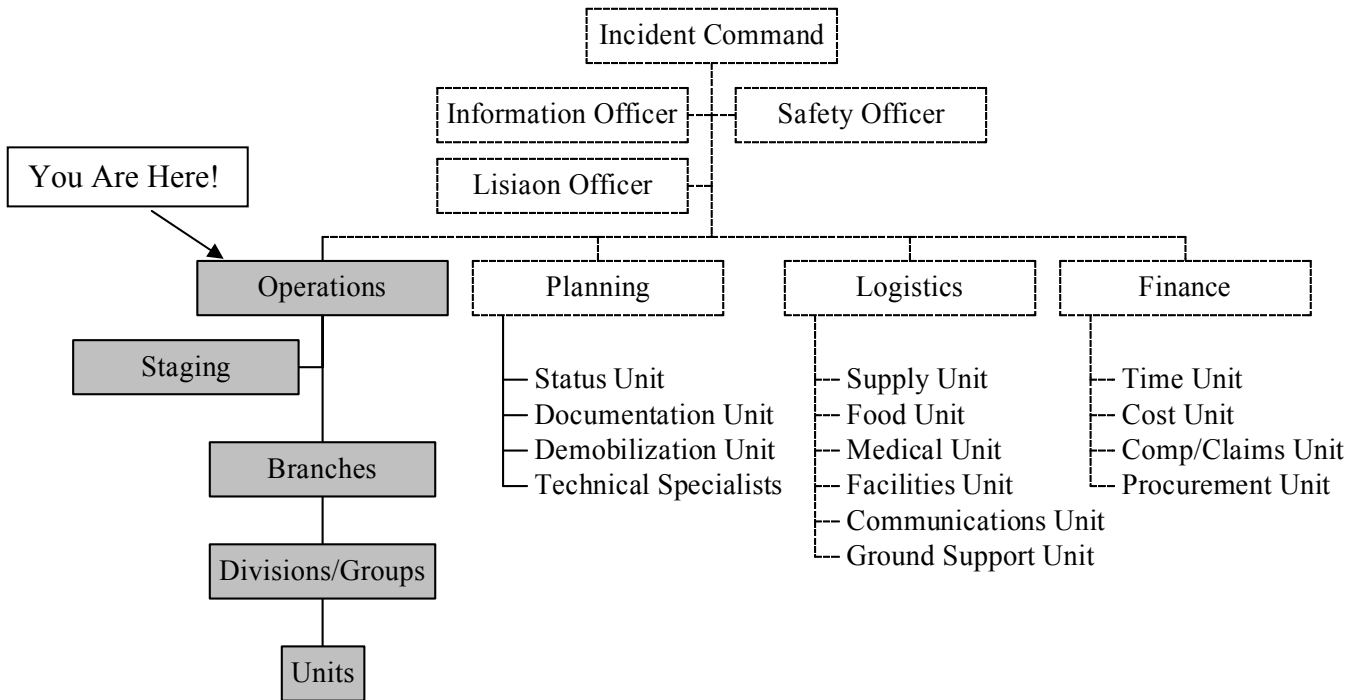
- _____ Participate in Planning Meetings.

Planning Process Checklist		
<u>Task</u>	<u>Primary Responsibility</u>	
1. Briefing on situation/resource status	Planning	
2. Set incident objectives	Incident Command	
3. Plot control lines and division boundaries	Operations	
4. Specify tactics for each division/group	Operations	
5. Specify resources needed by division/group	Operations, Planning	
6. Specify facilities and reporting locations	Operations, Planning, Logistics	
7. Develop resource and personnel order	Logistics	
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics	
9. Consider safety issues	Safety	
10. Provide financial update	Finance	
11. Consider interagency liaison issues	Liaison	
12. Consider information issues	Public Information	
13. Finalize/approve/implement plan	Incident Command/All	

_____ Review applicable hazard specific annex(es).

_____ Document action taken in unit log (ICS - 214).

Section 4-E
Operations Section Position Checklists



OPERATIONS SECTION CHIEF

The Operations Section Chief, a member of the General Staff, will be from the Department having lead agency responsibility for the emergency. This does not preclude the use of a unified approach to Operations, or of Deputy Operations Section Chiefs from other agencies or disciplines. Hillsboro’s Incident Management Teams include three Operations Section Chiefs, one each from Police, Fire, and Public Works. It is the responsibility of the lead agency Operations Section Chief to determine the role of the assisting staff.

The Operations Section, which includes on-scene personnel, helps formulate and interprets strategy established by the Incident Commander, and implements it tactically according to Department operating guidelines and provisions of this plan. The Operations Chief activates and supervises organizational elements in accordance with the Incident Action Plan, and directs its execution. The Operations Chief also directs the preparation of unit operational plans, requests or releases resources, makes expedient changes to the Incident Action Plan as necessary, and reports such changes to the Incident Commander. **All functions not assigned by the Section Chief remain the responsibility of the Section Chief.**

Reports to:
Reports to You:

Incident Commander
Deputy Operations Section Chiefs,
Staging Area Manager(s), Branch
Directors, Division/Group Supervisors,
Single Resources

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Incident Commander.
 - Determine incident objectives and recommended strategies.
 - Determine status of current tactical assignments.
 - Identify current organization, location of resources, and assignments
 - Confirm resource ordering process
 - Determine location of current Staging Areas and resources assigned there.
- Organize Operations Section to ensure operational efficiency, personnel safety, and adequate span of control (see Appendix 3-A).
- Establish operational period.
- Establish and demobilize Staging Areas.
- Conduct Operations Briefing and assign Operations personnel in accordance with Incident Action Plan.
 - Brief Staging Area Manager on types and numbers of resources to be maintained in Staging.
 - Brief tactical units (Branches, Divisions/Groups, Task Force/Strike-Team Leaders) on assignments, ordering process, protective equipment, and tactical assignments.
- Develop and manage tactical operations to meet incident objectives.
- Assess life safety, adjust perimeters and evacuation plans as necessary.
- Evaluate and enforce use of appropriate protective clothing and equipment.
- Evaluate situation and provide update to Planning Section.
 - Location, status, and assignment of resources
 - Effectiveness of tactics
 - Desired contingency plans
- Determine need and request additional resources.
- Notify Resource Unit of Section Branches, Divisions/Groups, Strike Teams/Task Forces, and single resources which are staffed, including location of resources and names of leaders.
- Keep Resources Unit up to date on changes in resource status.
- With the Planning Section Chief, write formal Operations portion of Incident Action Plan if so directed by the Incident Commander.
 - Identify assignments by Division or Group
 - Identify specific tactical objectives
 - Identify resources needed to accomplish objectives

- Ensure coordination of the Operations Section with other Command and General Staff.
 - Ensure Operations Section time-keeping, activity logs, and equipment use documents are maintained and passed to Finance.
 - Ensure resource ordering and logistical support needs are passed to Logistics in a timely fashion-enforce ordering process.
 - Notify Logistics of communications problems.
 - Keep Planning up-to-date on resource and situation status.
 - Notify Liaison Officer of issues concerning cooperating and assisting agency resources.
 - Keep Safety Officer involved in tactical decision-making.
 - Keep IC apprised of status of operational efforts.
 - Coordinate media field visits with the PIO.

- Attend the Tactics Meeting with Planning Section Chief, Safety Officer, and Incident Commander prior to the planning meeting to review strategy, discuss tactics, and outline organization assignments.

- Participate in Planning Meetings.

Planning Process Checklist

<u>Task</u>	<u>Primary Responsibility</u>
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information
13. Finalize/approve/implement plan	Incident Command/All

- Hold Section meetings as necessary to ensure communication and coordination among Operations Branches, Divisions, and Groups.

- Ensure that staff observe established level of operational security.

- Review Hazard-Specific Annex.

- Maintain Unit Log (ICS214).

- Prior to leaving shift, debrief on shift activities with Operations Section Chief and Planning Section Chief or Situation Unit Leader.
- Ensure Branch fiscal record-keeping.
- Maintain unit log (ICS 214).

Operations Staff

Division/Group/Supervisor

The Supervisor is responsible for the implementation of the assigned portion of the Incident Action Plan, management of resources within the Division or Group, and reporting on progress of control operations and status of resources within the Division or Group. **All functions not assigned by the Division/Group Supervisor remain the responsibility of the Division/Group Supervisor.**

Reports to: **Branch Director, Operations Section Chief or Incident Commander**

Reports to You: **Task Force/Strike Team Leaders, Single Resources**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Branch Director, Operations Chief or IC.
 - Determine resources assigned to the Division or Group.
 - Confirm geographic boundaries or functional responsibilities of Division or Group.
 - Confirm location and function of additional Divisions and Groups operating adjacent to or within your geographic location.
 - Confirm tactical assignment.
 - Confirm communication assignment
 - Receive and maintain Passports (if indicated)
- Attend Operations Briefing.
- Review assignments and incident activities with subordinates, and assign tasks.
- Implement Incident Action Plan for Division or Group.
- Submit situation and resource status information to Branch Director or Operations Section Chief.
 - Maintain Passport system (if indicated)
- Coordinate activities with adjacent Divisions/Groups.
- Determine need for additional resources; request through Branch Director or Operations Section Chief.
- Report special occurrences or events such as accidents or sickness to the Branch Director or Operations Section Chief.
- Resolve logistical problems within the Division and/or Group.
 - Monitor communications and assess communications needs.
 - Ensure adequate food, liquids, and rehabilitation.
 - Ensure personnel are aware of process for medical assistance.

- Debrief with Branch Director or Operations Section Chief prior to leaving shift.
 - Include work accomplished/left to be accomplished, operational difficulties, resource needs, etc.
 - Participate in the development of plans for the next operational period.

- Maintain Unit Log (ICS 214).

Operations Staff

Strike Team/Task Force Leader

The Strike Team/Task Force Leader is responsible for performing tactical assignments assigned to the Strike Team or Task Force.

Report to:

Division or Group Supervisor

Reports to You:

Company Officers, Single Resources

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Division or Group Supervisor.
 - Determine/confirm resources assigned to Task Force or Strike Team
 - Confirm internal and external communications
 - Confirm tactical assignment
 - Deliver Passport to Supervisor (if indicated)
- Attend Operations Briefing as assigned.
- Review assignments with subordinates and assign tasks.
- Monitor work progress and make changes when necessary.
- Notify Division or Group Supervisor of expedient changes to tactical assignments.
- Coordinate activities with adjacent strike team, task forces, and single resources.
- Monitor safety of resources.
- Submit situation and resource status information and fiscal reports to Division or Group Supervisor.
- Maintain Unit Log (ICS 214).

Operations Staff

Staging Area Manager

The Staging Area Manager is responsible for managing all activities within a staging area. Depending upon the needs of the incident, there may be more than one staging area.

Reports to: **Operations Section Chief or Incident Commander**

Reports to You: **Resources assigned to Staging**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain a briefing from the Incident Commander or Operations Section Chief.
 - Determine types and numbers of resources to be maintained in staging.
 - Confirm process for requesting additional resources for staging
 - Confirm process for reporting status changes.
- Proceed to staging area; establish staging area layout (apparatus and vehicles in staging should face outward to ensure quick response, general principle of "first in, first out" should be maintained).
- Ensure efficient check-in. Coordinate process with Planning Section-Resource Unit Leader.
- Identify and track resources assigned to staging.
 - Collect Passports (if indicated)
 - Update Resource Unit as resources enter and leave staging.
- Determine any support needs for equipment, feeding, sanitation and security; request through Logistics.
- Post areas for identification and traffic control.
- Respond to requests for resources.
 - Organize Task Forces or Strike Teams as necessary.
 - Return Passports to resources leaving Staging.
- Request additional tactical resources for staging through Logistics according to established staffing levels.
- Obtain and issue receipts for radio equipment and other supplies distributed and received at the staging area.
- Report resource status changes as required. Note: This may be direct to/from Operations or Command, or to/from the Resources Unit.

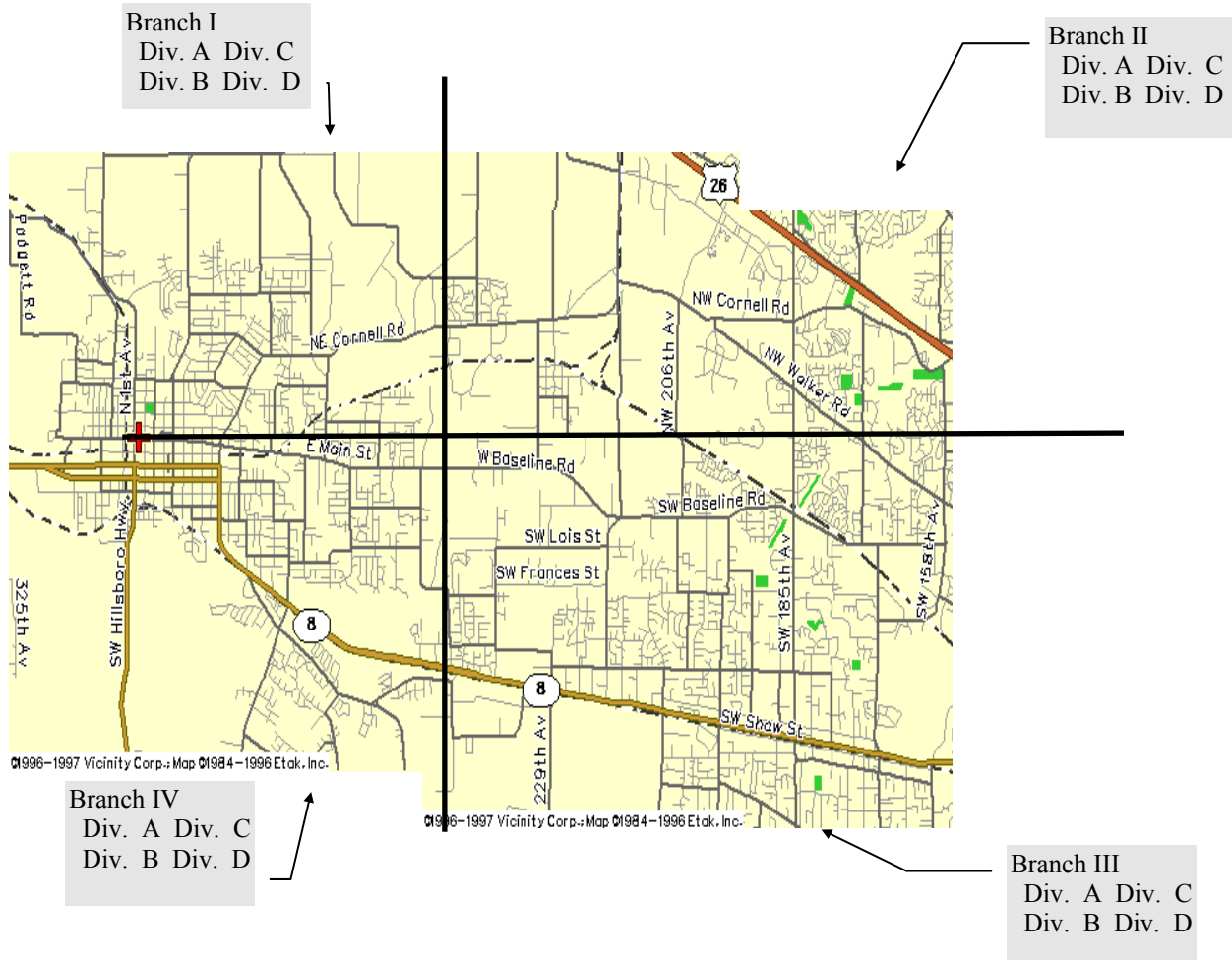
- Maintain staging area in orderly condition.
- Demobilize staging area in accordance with instructions.
- Maintain Unit Log (ICS 214).

Appendix 3-A Organizing the Operations Section

There are basically three ways to organize the Operations Function:

1. Geographically
2. Functionally
3. Combination geographic and functional

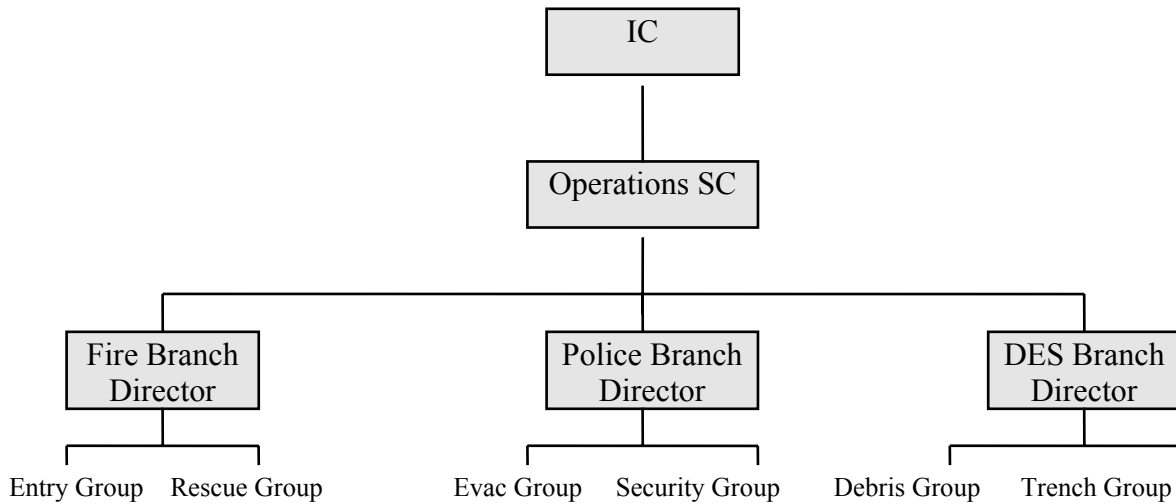
1. A purely *geographic* organizational structure will be rare in City applications, but may be appropriate in very large, diffuse incidents, such as winter storms or floods. An example of a geographically organized incident appears below.



In this example, the City has been divided along logical geographic divisions (perhaps using Baseline/Main and Brookwood streets as the dividing lines). Within each Branch, geographic Divisions would be established. Operational resources assigned to these Divisions would be responsible for all tactical operations within them.

2. A *functional* organization will be common on incidents that involve more than one City Department, and which are not very large geographically. Organizing in this fashion preserves normal lines of communication and command by segregating Departmental

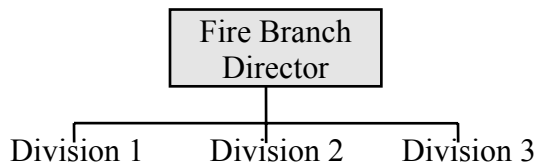
resources into Branches based on function. An example of a functionally-organized incident appears below:



In this example, Branches correspond to Department responsibility. All Fire resources are assigned within the Fire Branch, under the control of a Fire Department Branch Director, Police and DES resources remain under the control of Branch Directors from those Departments. Under the Branch Directors, resources are divided into Groups, which have functional assignments with no geographic restrictions.

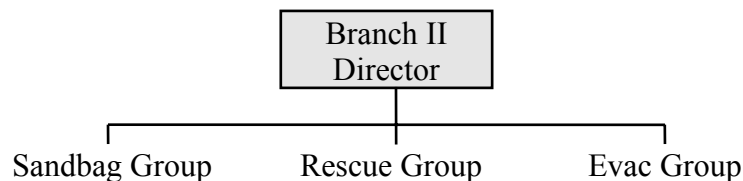
3. A combination of *geographic and functional* organizational elements provides the most flexible organizational structure. In combination organizations, three variations may be used as shown below:

A. Functional Branches with geographic Divisions:



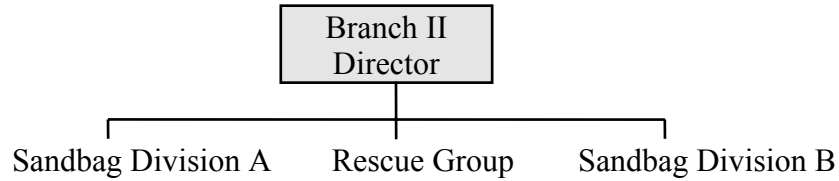
In this example, Fire and Emergency Services resources have been organized by function into a Fire Branch, but resources assigned to the Branch have been organized into three geographic areas-in this case floors of a building (Division numbers correspond to the floor number of the building).

B. Geographic Branches with functional Groups:

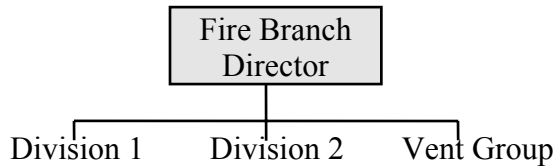


In this incident, the Branch Director has been assigned a specific geographic area of responsibility, but the resources within the Branch are organized by function, with no geographic restrictions except that they are confined by the perimeter of the Branch itself.

- C. Combination-geographic and/or functional Branches with combination Divisions and Groups:

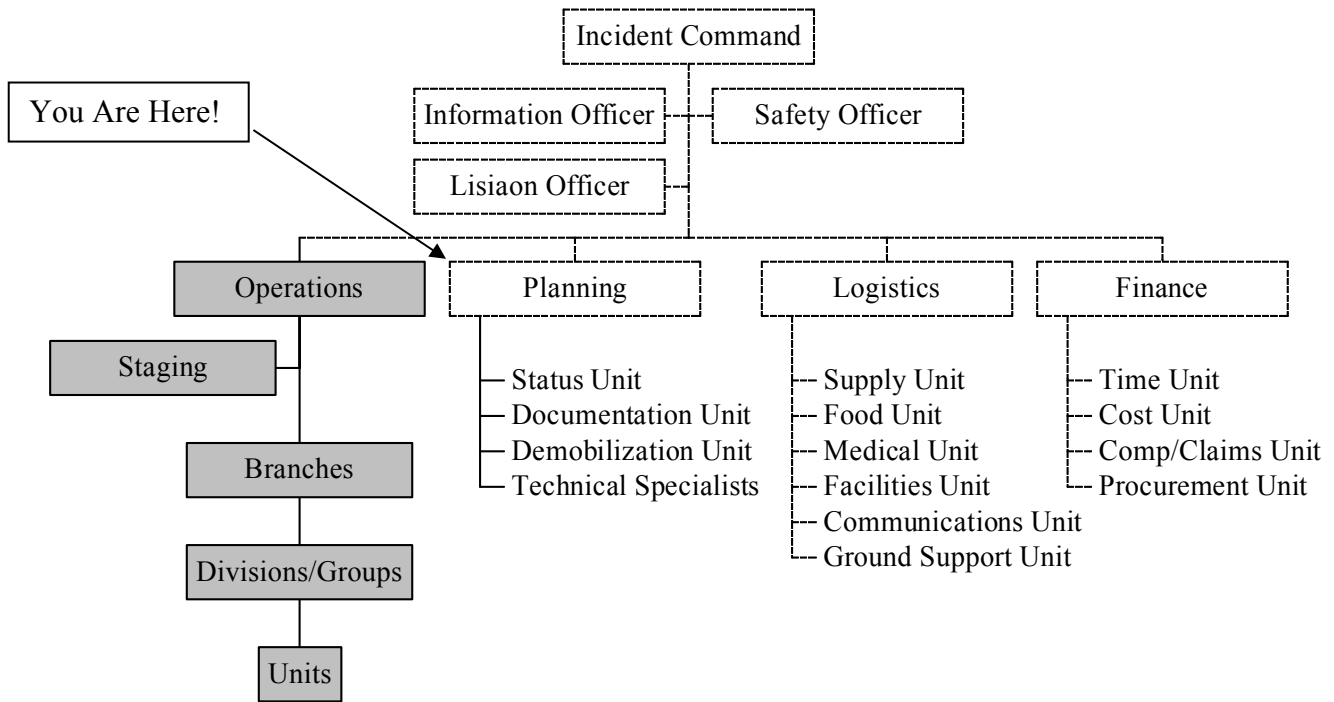


While this Branch Director has also been assigned a geographic area, the resources assigned to the Branch have a combination of geographically-specific assignments (the Sandbag Divisions) and functional assignments (the Rescue Group).



This Branch Director retains an overall functional assignment, while organizing the resources assigned to the Branch both geographically (by floor Divisions 1 and 2) and functionally (Ventilation Group).

**Section 4-F
Planning Section Position Checklists**



PLANNING SECTION CHIEF

The Planning Section Chief, a member of the General Staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and status of resources. Information is needed to: 1) understand the current situation, 2) predict probable course of incident events, and 3) prepare alternative strategies and control operations for the incident. The Planning Section Chief conducts the Planning Meeting and is responsible for producing a written Incident Action Plan (if so directed by the Incident Commander). The Planning Section Chief activates and supervises units within the Planning Section. **All functions that are not assigned by the Section Chief remain the responsibility of the Section Chief.**

Reports to: Incident Commander
Reports to You: Situation, Resource, Demobilization, Documentation Unit Leaders, Technical Specialists

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Incident Commander.
 - Determine current resource status (Passports, ICS 201)
 - Determine current situation status (ICS 201)
 - Determine current strategic goals and tactical objectives
 - Determine whether IC requires a written IAP.
 - Determine time and location of first Planning Meeting.

- Determine desired contingency plans.
- Determine operational level of security (law enforcement operations).
- Activate Planning Section positions as necessary. Notify Resources Unit of positions activated.
- Establish and maintain resource tracking system.
- Complete ICS 201 or Emergency Center Staff briefing form (if not previously completed). Provide copies to Command, Command Staff, and General Staff.
- Advise EOC staff of any significant changes in incident status.
- Compile and display incident status summary information. Document on ICS 209, Incident Status Summary, and/or Oregon Emergency Management Initial Damage Assessment Report Form.
 - Forward ICS 209 and/or Oregon Emergency Management Initial Damage Assessment Report Form to Washington County Emergency Management once per shift, or every eight hours.
 - Provide copy to Public Information Officer.
- Obtain/develop incident maps (road ownership, aerial photos, sewage, water and storm drain maps of the City, etc.). Additional maps are available through Public Works and Washington County's Land Use and Transportation Division.
- Form, deploy, and supervise primary damage assessment teams and field observers. Initial assignments for damage assessment can be found in the Reporting Annex.
- Establish information requirements and reporting schedules for EOC and field staff.
- Prepare contingency plans.
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to IC and Operations, and for inclusion in the written Incident Action Plan using the ICS 204-Contingency Plan.
- Prior to planning and strategy meetings, meet with Operations Section Chief and/or Command to discuss proposed strategy and tactics and diagram incident organization and resource location.
- Conduct planning and strategy meetings.

Planning Process Checklist

<u>Task</u>	<u>Primary Responsibility</u>
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations

4.	Specify tactics for each division/group	Operations
5.	Specify resources needed by division/group	Operations, Planning
6.	Specify facilities and reporting locations	Operations, Planning, Logistics
7.	Develop resource and personnel order	Logistics
8.	Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9.	Consider safety issues	Safety
10.	Provide financial update	Finance
11.	Consider interagency liaison issues	Liaison
12.	Consider information issues	Public Information
13.	Finalize/approve/implement plan	Incident Command/All

- Supervise preparation and distribution of the written Incident Action Plan, if indicated. Minimum distribution is to all Command, Command Staff, General Staff, and Operations personnel to the Division/Group Supervisor level. For level III activations, provide copies to City Manager, Mayor, and Council.
 - Establish information requirements and reporting schedules for use in preparing the IAP.
 - Ensure that detailed contingency plan information is available for consideration by Operations and Command.
 - Verify that all support and resource needs are coordinated with Logistics Section prior to release of Plan.
 - Coordinate IAP changes with general staff personnel. Distribute written changes as appropriate
- With input from Operations and the Ground Support Unit Leader, develop incident traffic plan.
- With input from Operations and Logistics, develop incident evacuation plan.
- Coordinate preparation of the Safety Message with Safety Officer.
- Coordinate preparation of the Communications and Medical Plans with Logistics.
- Instruct Planning Section Units in distribution of incident information.
- Provide periodic predictions on incident potential.
- Establish a weather data collection system when necessary.
- Identify need for specialized resources; discuss need with Operations and Command; facilitate resource requests with Logistics.
- Ensure activation of Neighborhood Watch and Neighborhood Association information systems as needed.
- Ensure Section has adequate coverage and relief.

- Hold Section meetings as necessary to ensure communication and coordination among Planning Section Units.
- Review and obtain the approval of Command for damage assessment status reports.
- Ensure preparation of demobilization plan (if appropriate).
- Ensure preparation of final incident package. Route to City Emergency Management Coordinator for archiving or follow-up during a declared disaster.
- Provide briefing to relief on current and unusual situations.
- During law enforcement operations, ensure that all staff observe established level of operational security.
- Document action taken on unit log (ICS 214); ensure all Planning functions are documenting actions on unit log. Submit all section documentation to Documentation Unit.

Planning Staff

Resources Unit Leader

The Resources Unit Leader is responsible for 1) establishing all incident check-in activities, 2) the preparation and maintenance of displays, charts, and lists that reflect the current status and location of resources, 3) the preparation and processing of resource status change, and 4) maintain a master check-in list of resources assigned to the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report To: Planning Section Chief
Reports to You: Check-in Recorders, Status Recorders, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Planning Section Chief.
- Organize, staff, and supervise unit as appropriate. Provide for adequate relief.
- Establish check-in function at incident locations (ICS 211).
- Establish contact with incident information sources such as dispatch (WCCCA), Staging Area Manager, Operations SC, and initial IC to determine what resources have been assigned to the incident, their status, and location.
- Compile, maintain and display resource status information on: 1) all tactical and support personnel and apparatus (including volunteer, City, mutual aid, or hired), and 2) transportation and support vehicles.
 - Review ICS 201 for resource information
 - Review Secondary Passports
 - Review ICS 211, Incident Check-in Forms
 - Confirm resources assigned to Staging.
 - Confirm resources assigned to tactical Operations organization.
 - Confirm resources assigned to other Command and General Staff functions.
- Establish method of maintaining resource status.
 - T-cards
 - Secondary Passports
- Maintain master roster of all resources at the incident.
 - Total number of personnel assigned to the incident
 - Total number of resources assigned to each Section and/or Unit.
 - Total number of specific equipment/apparatus types
- Assist in preparation of the IAP
 - Prepare Organization Chart (ICS 207); post in each room of the EOC
 - Prepare Organization Assignment List (ICS 203)
 - Prepare Division/Group Assignment Sheets (ICS 204).

- Participate in planning meetings as assigned.
- Brief relief on current and unusual situations.
- Assist in identification of additional and special resources
 - Other disciplines
 - Technical specialists
 - Resources needed to implement contingency plans
- Document action taken on Unit Log (ICS 214).

Planning Staff

Situation Unit Leader

The Situation Unit Leader is responsible for the collection and organization of incident status and situation information. The Situation Unit Leader is also responsible for the evaluation, analysis, and display of that information for use by the EC staff. The Situation Unit Leader is also responsible for preparing contingency plans. **All functions not assigned by the Situation Unit Leader, remain the responsibility of the Unit Leader.**

Report To: Planning Section Chief
Reports to You: Damage Assessment Manager, Field Observers, Display Processors, Technical Specialists, Crime Prevention Technicians (when Neighborhood Watch and Association information system is activated) additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Planning Section Chief.
 - Review ICS 201 for incident status
 - Determine strategic goals and tactical objectives
 - Determine necessary contingency plans
 - Identify reporting requirements, schedules – both internal and external to the incident.

- Organize and staff unit as appropriate.
 - Activate Neighborhood Watch/Neighborhood Associations and Crime Prevention staff to assist in damage assessment as necessary. (Work with Logistics to ensure adequate communications).
 - Form, assign, and supervise Primary Damage Assessment Teams, undercover observers and other field observers as necessary. Establish reporting requirements, including schedule and format.
 - Request Technical Specialists as needed.

- Supervise Technical Specialists
 - Brief Technical Specialists on current incident status.
 - Assign analysis tasks.
 - Notify staff of time lines and format requirements
 - Monitor progress
(On very complex incidents, it may be necessary to assign a supervisor to oversee Technical Specialists).

- Compile, maintain and display incident status information for EOC staff.
 - Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.)
 - Determine appropriate map displays
 - Review all data for completeness, accuracy, and relevancy prior to posting.
 - Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in Planning area.

- Develop additional displays (weather reports, incident status summaries, etc.) as necessary.
- Ensure displays and maps are kept up to date.
- Prepare evacuation plan for approval of the Planning Section Chief.
- Provide photographic services and maps.
 - Photographic services may be used to document operations and intelligence activities, damage assessment, public information activities, and accident investigations.
 - Issue disposable cameras to field observers and Operations personnel. Ensure film is returned and processed at the end of each shift.
 - Provide timely photo processing.
 - Request additional and specialized maps from the Engineering Division.
 - Provide Incident Map(s) for IAP
- Provide situation evaluation, prediction and analysis for Command and Operations; prepare information on alternative strategies.
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to IC and Operations and inclusion in the written Incident Action Plan, using the ICS204-Contingency Plan. (See contingency planning format in Planning Process).
- Interview line personnel coming off shift to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.
- Request weather forecasts as necessary. General forecast information should be requested from Multnomah County Emergency Management. Spot weather forecasts may be requested directly from the National Weather Service.
- Prepare traffic plan, external and internal to the incident, for approval of the Planning Section Chief.
- Prepare incident status summary form (ICS209) and other status reports as assigned prior to each Planning Meeting. Provide copies to Command and General Staff. Forward to Multnomah County and Oregon Emergency Management, and to other entities as directed.
- Participate in planning meetings as required.
- Review and approve damage assessment statements.
- Prepare predictions at periodic intervals, or upon request of the Planning Section Chief. Notify Command and General Staff if unforeseen changes occur.
- Provide briefing to relief on current and unusual situations.
- Document activities on Unit Log (ICS214).

Damage Assessment Manager

The Damage Assessment Manager collects collates, and reports damage resulting from the incident, and for supervising and directing the activities of the Damage Assessment Teams.

Reports To: Situation Unit Leader
Reports to You: Damage Assessment Teams, Crime Prevention Technicians when Neighborhood Watch and Association information system is activated)

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Situation Unit Leader.
 - Location of work assignment
 - Type of information required
 - Information priorities
 - Time limits for task completion
 - Method of communication
 - Method of transportation
- Activate, organize, and supervise damage assessment staff.
- Using ATC-20 guidelines, identify unsafe facilities. Use checklists *in Section II-H, Reporting* to assign teams and assess initial damage to key facilities and infrastructure.
- Collect, compile and maintain records of damage information. Coordinate with Finance Section for expenditures on the emergency response.
- Post information on Situation Unit status displays.
- Obtain approval from Unit Leader, Planning SC, and Command, then make initial disaster report to appropriate agencies at County, State and Federal level, follow up with required paperwork to support requests for disaster assistance.
- Coordinate with Lead Information Officer and Incident Commander to keep public informed about hazardous roads, bridges, drinking water, etc.
- Notify Logistics of need to relocate building occupants from hazardous structures.
- Coordinate with Logistics to ensure that unsafe facilities, roads, bridges, etc. are marked.
- Coordinate damage assessment information with Finance Section.
- Brief relief on current and unusual activities.
- Document activity on Unit Log (ICS214).

Planning Staff
Documentation Unit Leader

The Documentation Unit Leader is responsible for 1) maintaining accurate and complete incident files, 2) providing duplication services to incident personnel, and 3) packaging and storing incident files for legal, analytical, fiscal, and historical purposes. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Reports to: Planning Section Chief
Reports to You: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Planning Section Chief.
- Establish work area.
 - Ensure adequate duplication capability for large-scale operations, and adequate staff to assist in the duplication and documentation process.
- Establish and organize incident files. Files should include as appropriate:
 - Incident Action Plans (Planning)
 - Radio Logs (Logistics)
 - Press releases, warning logs (Information Officer)
 - Message Forms, Unit Logs (All staff)
 - Resource Order forms (Logistics).
 - Incident Status Summaries (Planning)
 - Time Sheets (Finance)
 - T-Cards, master resource list (Planning)
 - Demobilization Plan (Planning)
 - Disaster Declarations (Command)
 - Contracts (Finance)
 - Cost summaries (Finance)
 - Damage Assessment Summaries by location and type of work accomplished (see Reporting Annex) (Planning)
 - Incident status summaries and other status reports (Planning)
 - Check in lists (Planning)
 - Hazardous Materials Debriefings and medical records (Safety/Finance)
- Establish duplication services, and respond to requests.
- Determine number needed and duplicate IAP accordingly.
- Retain and file duplicate copies of official forms and reports.
- Accept and file reports and forms submitted by EC and line personnel.
- Check the accuracy and completeness of records submitted for files.

- Ensure that legal restrictions on public records are observed.
- Brief relief on current activities and unusual events.
- Document activity on unit log (ICS214).
- Give completed incident files to Planning Section Chief.

Planning Staff
Technical Specialists

Technical Specialists are advisors with special skills needed to support incident operations. Technical Specialists may report to the Planning Section Chief, be assigned within an existing Unit, or be reassigned to other parts of the organization, such as Operations, Logistics, Finance, or Command.

Report To: **Planning Section Chief Situation Unit Leader, or Technical Specialist Supervisor (may be re-assigned elsewhere in the organization)**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Incident Commander or Planning Section Chief.
 - Identify supervisor in organization.
 - Identify work location, resources available, expectations of Incident organization concerning time-lines, report format, participation in planning meetings, etc.
- Obtain copies of Incident Action Plan (if available) and Unit Log (ICS214).
- Participate in planning meetings as requested.
- Provide technical expertise to supervisor in organization according to established format, timelines, etc.
- Document actions taken on Unit Log (ICS214).

Planning Staff

Demobilization Unit Leader

The Demobilization Unit Leader is responsible for the preparation of the Demobilization Plan and assisting incident Sections/Units in ensuring that an orderly, safe, and cost effective movement of personnel and equipment is accomplished from the incident.

All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.

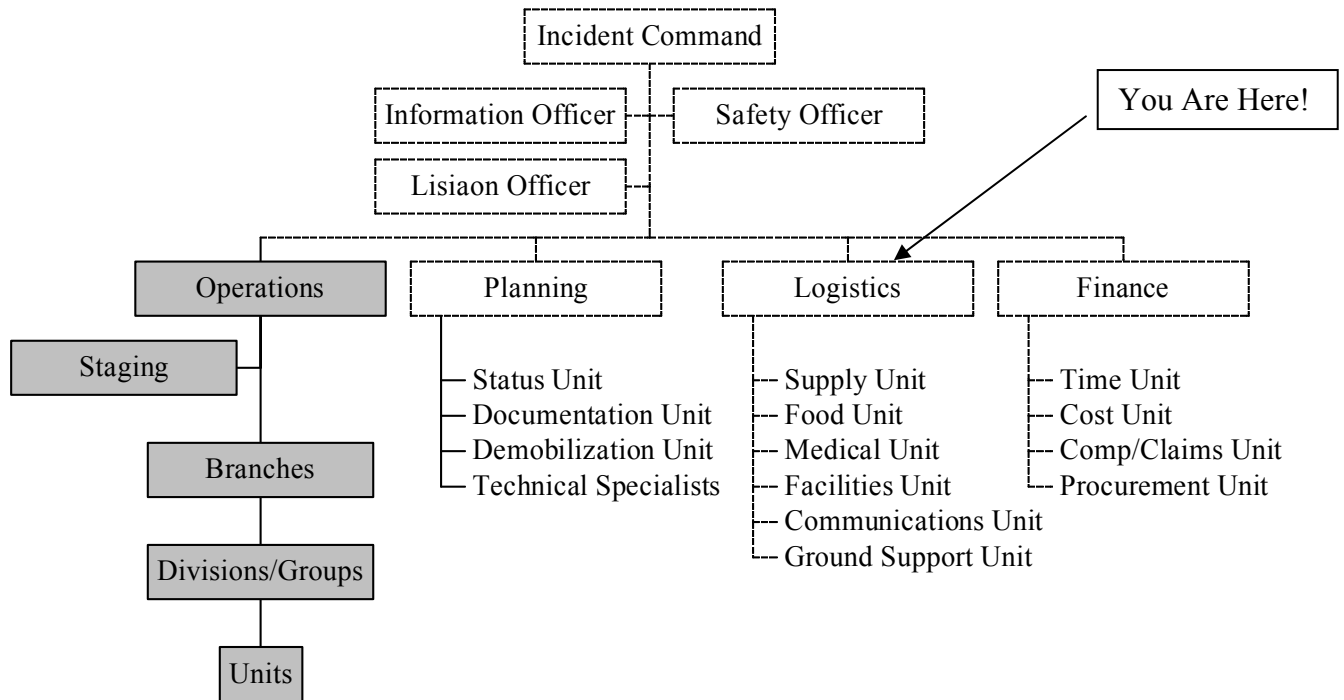
Reports to: Planning Section Chief
Reports to You: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Planning Section Chief.
 - Determine objectives, priorities and constraints on demobilization
- Review Incident resource records to determine scope of demobilization effort.
 - T-Cards
 - Check-in forms
 - Master Resource List
 - Passports
- Meet with agency representatives to determine:
 - Agencies not requiring formal demobilization
 - Personal rest and safety needs.
 - Coordination procedures with cooperating-assisting agencies
- Assess Operations Section's current and projected resource needs.
- Obtain identification of surplus resources and probable release times.
- Determine Logistical support needs of released resources (rehab, transportation, equipment replacement, etc.)
- Determine Finance, Communications, Supply, and other incident check-out stops.
- Determine de-briefing requirements.
- Establish communications links with off-incident organizations and facilities.
- Prepare Demobilization Plan:
 - General-Discussion of demobilization procedure
 - Responsibilities-Specific implementation responsibilities and activities.
 - Release Priorities-According to agency and kind and type of resource.
 - Release Procedures-Detailed steps and process to be followed
 - Directories-Maps, telephone numbers, instructions and other needed elements.

- Continuity of operations (follow up to incident operations)
 - Public Information
 - Finance
 - Other
 - Designate to whom outstanding paperwork must be submitted.
 - Include demobilization of EC staff. In general, EC staff will not be released until:
 - Incident activity is at the level and work load the Department can reasonably assume
 - Incident is controlled
 - On-scene personnel are released except for those needed for patrol and mop-up.
 - Base/EC is reduced or in the process of being shut down.
 - Planning Section has organized final incident package.
 - Finance Section has resolved major known finance problems and defined process for recovery.
 - Rehabilitation/cleanup accomplished or contracted.
 - Team has conducted or scheduled required debriefings.
-
- Obtain approval of Demobilization Plan from Planning Section Chief
 - Distribute Plan to processing points both on and off incident.
 - Monitor implementation of Demobilization Plan
 - Assist in the coordination of the Demobilization Plan
 - Brief relief on current activities and unusual events.
 - Document activity on unit log (ICS214).
 - Give completed incident files to Planning Section Chief.

Section 4-G Logistics Section Position Checklists



LOGISTICS SECTION CHIEF

The Logistics Section Chief, a member of the general staff, is responsible for providing facilities, services, and materials (except tactical aircraft) in support of the incident. The Section Chief participates in development and implementation of the Incident Action Plan. The Section Chief activates and supervises the Service and Support Branch Directors and the Units within the Logistics Section. **All functions which are not assigned by the Section Chief, remain the responsibility of the Section Chief.**

Reports to: Incident Commander
Reports to You: Service and Support Branch Directors, Supply Unit Leader, Facilities Unit Leader, Ground Support Unit Leader, Food Unit Leader, Medical Unit Leader, Communications Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Incident Commander.
 - Review Situation and Resource status for number of personnel assigned to the incident.
 - Review the current organization
 - Determine whether the Emergency Operations Center should be activated
- Ensure Emergency Operations Center (EOC) is activated, if appropriate.

- Notify City staff via phone, pager, radio, and e-mail, as appropriate
- Request Police Records to notify other local and state emergency management offices via LEDS.
- Confirm that Police Records has performed the appropriate staffing call out.

- Determine need for shelter/assembly points for affected citizens.
 - Request shelter activation from American Red Cross, if necessary, by contacting the Washington County Emergency Operations Center.
 - See Section 5-L, *Sheltering and Mass Care* for more information.

- With approval from the Incident Commander, and input from WCCCA, determine a system for request and release of additional resources.

- Assess adequacy of current communications plan.

- Organize and staff Logistics Section as appropriate. Consider the need for facility security, Communications, and Supply Units.

- Assemble, brief, and assign work locations and preliminary work tasks to section personnel.
 - Provide summary of emergency situation
 - Provide summary of the kind and extent of Logistics support the Section may be asked to provide.

- Notify Planning Section of which Logistics Section units are activated, including names and location of assigned personnel.

- Attend Planning Meeting and be prepared to offer input, as follows:

Planning Process Checklist		
<u>Task</u>	<u>Primary Responsibility</u>	
1. Briefing on situation/resource status	Planning	
2. Set incident objectives	Incident Command	
3. Plot control lines and division boundaries	Operations	
4. Specify tactics for each division/group	Operations	
5. Specify resources needed by division/group	Operations, Planning	
6. Specify facilities and reporting locations	Operations, Planning, Logistics	
7. Develop resource and personnel order	Logistics	
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics	
9. Consider safety issues	Safety	
10. Provide financial update	Finance	
11. Consider interagency liaison issues	Liaison	
12. Consider information issues	Public Information	
13. Finalize/approve/implement plan	Incident Command/All	

- Participate in preparation of Incident Action Plan.

- Provide input on resource availability, support needs, identified shortages, and response time lines for key resources.
 - Prepare the Logistics Section assignments for the next operational period based on the operational objectives generated at the planning meeting.
 - Identify future operational needs (both current and contingency), so as to anticipate logistical requirements
 - Ensure Communications Plan (ICS 205) is prepared.
 - Ensure Medical Plan (ICS 206) is prepared.
 - Assist the Planning Section in the preparation of the Transportation Plan.
- Establish contact with adjoining and mutual aid cooperators.
 - Review Incident Action Plan and estimate section needs for next operational period; order relief personnel if necessary.
 - Research availability of additional resources.
 - Hold Section meetings, as necessary, to ensure communication and coordination among Logistics Branches and Units.
 - Ensure coordination between Logistics and other Command and General Staff.
 - Ensure general welfare and safety of section personnel.
 - If evacuation is being assessed, provide input to evacuation plan and provide support for implementation.
 - Provide briefing to relief on current activities and unusual situations.
 - Review hazard-specific annex.
 - Ensure that all personnel observe established level of operational security.
 - Maintain Unit Log (ICS 214); ensure all Logistics functions are documenting actions on Unit Log; submit all section documentation to Documentation UL.

Logistics Staff
Service Branch Director

The Service Branch Director, when activated, is responsible for the management of all service activities at the incident, including food, communications, and medical support. **All functions which are not assigned by the Branch Director, remain the responsibility of the Branch Director.**

Reports to: Logistics Section Chief
Reports to You: Food Unit Leader, Communications Unit Leader, Medical Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Logistics Section Chief.
 - Determine number of personnel to be fed
 - Determine communications systems in use
 - Determine medical support needs of the incident
 - Confirm personnel already requested for Branch

- Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
 - Provide summary of emergency situation
 - Provide summary of the communications, food, and medical needs of the incident.

- Ensure establishment of effective incident communications plan.

- Ensure that incident personnel receive adequate food and water.

- Coordinate with Operations to ensure adequate medical support to incident personnel.

- Participate in organizational meetings of Logistics Section personnel.

- Coordinate activities of Branch Units.

- Keep Logistics Section Chief apprised of Branch Activities.

- Maintain Unit Log (ICS 214).

Logistics Staff

Communications Unit Leader

The Communications Unit Leader is responsible for developing plans for the effective and efficient use of incident communications equipment and facilities, installing and testing equipment, and supervision of the EOC Communications. The Unit Leader is also responsible for the distribution and recovery of equipment assigned to incident personnel. The Communications Unit Leader reports to the Logistics Section Chief. **All functions not assigned by the Communications Unit Leader remain the responsibility of the Unit Leader.**

Reports to: Service Branch Director or Logistics Section Chief
Reports to You: Communications Center Manager, Message Center Manager, Incident Dispatchers, Communications Technicians, other staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Logistics Section Chief or the Service Branch Director.
- Organize and staff unit as appropriate.
 - Assign Communications Center Manager and Lead Incident Dispatcher. The Lead Incident Dispatcher should be from the lead agency for the emergency. WCCCA may accommodate, at the City's request, a city employee to monitor incident activity from WCCCA. Call the Dispatch Coordinator at WCCCA at 629-0111.
 - Assign Message Center Manager. Ensure adequate staff is assigned to answer phones and attend fax machines.
- Assess communications systems/frequencies in use; advise on communications capabilities/limitations (see Chapter 8, Communications Planning, for detailed radio communication information).
- Develop and implement effective communications procedures (flow) internal and external to the incident/EOC.
- During a general telephone system failure, determine which forms of communications within the City are functioning.
- Contact Facilities Unit Leader, or a member of the Information Systems Division for information on how to check fuses for the phone system.
- Assess EOC phone load. Activate additional "silent" trunk lines as needed.
- Prepare and implement Incident Communications Plan (ICS 205).
 - Obtain current organizational chart
 - Determine most hazardous tactical activity; ensure adequate communications.
 - Make communications assignments to all other operations units, including volunteer, contract, or mutual aid.
 - Determine Command communications needs

- Determine support communications needs.
 - Establish and post any specific procedures for use of EOC communications equipment.
 - See Section 8-A, Communications Plan, for more details.
- If significant cellular phone support is necessary to ensure adequate communications, request permission of the Logistics Section Chief to recall all City cellular phones for inclusion in the Communications Plan. (See Section 8-A, Communication Plan, for a list of City cellular phones.)
- Include cellular phones and pagers in Incident Communications Plan (ICS 205) if appropriate.
- Determine specific organizational elements to be assigned telephones.
 - Identify all facilities/locations with which communications must be established (shelters, press area, liaison area, city facilities, other governmental entities' EOCs, etc.); determine and document phone numbers.
 - Determine which phones/numbers should be used by which personnel and for what purpose. Assign specific telephone numbers for **incoming** calls, and report these numbers to staff and off-site parties such as other local jurisdictions, state and federal agencies.
 - **Do not publicize outgoing call lines.**
- Activate, serve as contact point, and supervise the integration of volunteer radio organizations into the communications system. See Chapter 8, Communications Planning, for details.
- Ensure radio logs are available and being used.
- Determine need and research availability of additional nets and systems. Order through Supply Unit after approval by Section Chief.
- State/Federal Systems – Additional radios and other communications devices, including repeaters, radio-telephone interconnects, and satellite down-link capabilities may be available through FEMA, the Oregon Department of Forestry, the US Forest Service, or the Bureau of Land Management.
 - The Oregon State Police have a mobile EOC/communications van which may replace or augment emergency communications. The van contains State Police frequencies, programmable highband, UHF, CB and HAM radios, cellular phones, and search and rescue and Oregon Police Emergency Network frequencies.
 - State Fire Net (154.280 MHz) provides a common fire frequency throughout state to be used in conflagration act response, hazardous materials incidents, and other expanded mutual aid operations. Fire Net is installed in all front-line apparatus and in the VHF public safety radios in the EOC and the Battalion Chief's office.
 - The Emergency Operations Center has six (6) 800 MHz handheld radios which may be distributed and used during emergencies.

- Document malfunctioning communications equipment and facilitate repair. The City of Hillsboro contracts all radio system maintenance through WCCCA and Clackamas Communications. See Chapter 8, Communications Planning for details.
- Establish and maintain communications equipment accountability system.
- Provide technical information, as required, on:
 - Adequacy of communications system currently in use.
 - Geographic limitation on communications equipment.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Anticipated problems in the use of communications equipment.
- Estimate unit needs for expected operations; order relief personnel.
- Provide briefing to relief on current activities and unusual situations.
- Review hazard-specific annex.
- Serve as contact point to assess communications load on Police Records.
- Maintain Unit Log (ICS 214); submit all documentation to Documentation Unit Leader.

Logistics Staff
Communications Center Manager

The Communications Center Manager is responsible for managing the information flow of radio communications within the Emergency Operations Center. **All functions not assigned by the Communications Center Manager remain the responsibility of the Communications Center Manager.**

Reports to: Communications Unit Leader
Reports to You: Lead Incident Dispatcher, Amateur Radio Operators

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Communications Unit Leader. Determine:
 - Location of assignment
 - Communications procedures
 - Frequencies or Talk Groups in use
 - Nets established or to be established
 - Equipment status
 - Capabilities, limitations, restrictions
 - Communications and message center procedures
 - Dispatchers/radio operators assigned
- Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).
- Assist in setting up Communications Center.
- Receive and route radio transmissions to and from field and EOC personnel. Document message on message form, keep appropriate copy, and give the rest to Message Center Manager for distribution.
- Maintain file of Communication Center copies of message forms.
- Ensure that logs are kept up to date.
- Ensure that messages are routed in a timely fashion.
- Report significant events to the Message Center Manager to post to the major event log.
- Report overloaded communications frequencies to Communications Unit Leader.
- Supervise incident dispatchers and radio operators; ensure adequate relief.
- Upon demobilization, assist in developing post-demobilization follow-up communications process.

Logistics Staff
Message Center Manager

The Message Center Manager is responsible for managing the information flow of radio messages and telephone communications within the Emergency Operations Center. The Message Center Manager receives, records, and routes information and administrative and tactical traffic. The Message Center Manager is responsible for collecting and routing all radio and telephone messages, and for posting significant messages to the major event display.

Reports to: **Communications Unit Leader**
Reports to You: **Telephone Operators**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Communications Unit Leader. Determine:
 - Location of assignment
 - Communications procedures
 - Telephone numbers in use
 - Telephone assignments
 - Equipment status
 - Capabilities, limitations, restrictions
 - Communications and Message Center procedures
 - Operators assigned
- Obtain and review organization chart or Incident Action Plan to become familiar with incident organization and Communications Plan (if already in place).
- Assist in setting up Message Center. Activate EOC telephone system as appropriate.
- Set up and manage major event display. This may be done via overhead projector, white board, or flip chart.
- Collect and route message forms from dispatchers and other EOC personnel.
- Staff Messenger positions as needed.
- Receive and route fax messages. See Chapter 8, Communications Planning for City fax numbers.
- Receive, number, and route telephone messages to and from field and EOC personnel.
- Receive, number, and route radio messages from the Communications Center Manager to and from EOC staff.
- Maintain file of Message Center copies of radio and telephone message forms.
- Ensure that logs are kept up to date.

- Ensure that messages are routed in a timely fashion.
- Post significant events to the major event log.
- Report overloaded phone systems to Communications Unit Leader. See *EOC Operations and Emergency Phone Usage* guide for additional phone capabilities.
- Supervise telephone operators; ensure adequate relief.

- Determine what other rumor control systems are in place. This may include the Patient Locator System (mass casualty), and the Washington County/Metro area public assistance lines. Obtain these numbers for release to the public.
- Receive and transmit messages within and external to the incident. Document message on message form, keep appropriate copy, and give the rest to the Message Center Manager for distribution.
- Maintain message log.
- Report overload situation to Communications Unit Leader or Message Center Manager.
- Request service on any inoperable or marginal equipment through the Communications Unit Leader.
- Provide briefing to relief on:
 - Current activity
 - Equipment status
 - Any unusual communications situations
 - Constraints on the release of information.
- Turn in message log and equipment documentation to Supervisor.

Logistics Staff
Communications Technicians

Communications Technicians are responsible for all technical communications functions.

Report to: **Communications Unit Leader**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Communications Unit Leader; obtain Communications Plan, if available.
- Provide technical advice to Communications Unit Leader.
- Install and test incident communications systems (radios, telephone, repeaters, antennas).
- Maintain an inventory of communications equipment and support needs (i.e. batteries).
- Test and repair communications equipment.
- Provide briefing to relief on current activities and unusual situations.
- Maintain Unit Log (ICS214).

Logistics Staff

Food Unit Leader

The Food Unit Leader is responsible for determining feeding requirements at all incident facilities; menu planning, determining cooking facilities required, food preparation, serving, providing potable water, and general maintenance of the food service areas. The Food Unit Leader reports to the Logistics Section Chief. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to: **Logistics Section Chief or Service Branch Director**
Report to You: **Food Service Workers, Food Contractors, other staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Logistics Section Chief or Service Branch Director.
 - Determine potential duration of incident.
 - Determine number of personnel to be fed.
 - Determine when last meal was provided.
- Determine food service requirements for planned and expected operations.
- Determine best method of feeding to fit situation.
- Determine location of working assignment.
- Serve as City liaison to private or volunteer food services if their kitchens are activated for the public or responders
 - The City of Hillsboro will refer the public only to those feeding operations managed by the American Red Cross.
 - See attached checklist for use with local commercial food providers and vendors.
- Contact, schedule and supervise cooks and other unit personnel.
- Obtain necessary equipment and supplies to operate food facilities. Place orders through Supply Unit.
- Set up food equipment.
- Prepare menus to ensure incident personnel of well-balanced meals.
- Ensure sufficient potable water and beverages for all incident personnel.
- Coordinate transportation of food and drinks to the scene with Ground Support.
- Ensure that appropriate health and safety measures are taken. Coordinate activity with Safety Officer.

- Keep inventory of food on hand, and check in food orders.
- Provide cost information to Finance Section.
- Brief relief on current activities and unusual situations.
- Document action taken on unit log (ICS 214).

Checklist for Use of Caterer

- Obtain briefing from Logistics Section Chief.
- Determine food service requirements for planned and expected operations.
- Determine appropriate feeding method and source to meet the needs of the incident. Obtain bids if not done prior to incident (coordinate with Procurement Unit).
- Obtain approval from Logistics Section Chief prior to ordering from a commercial vendor.
- Arrange for food provider from appropriate and approved source.
 - The City of Hillsboro will refer the public and responders only to those feeding operations operated by the Red Cross or City-approved sources.
- Ensure sufficient potable water and beverages for all incident personnel.
- Ensure that appropriate health and safety measures are taken during food preparation and serving. Coordinate activities with Safety Officer.
- Supervise administration of food service agreement, if applicable.
- Provide copies of receipts and/or bills to Finance Section.
- Document action taken on Unit Log (ICS 214).

Logistics Staff

Medical Unit Leader

The Medical Unit is responsible for providing medical assistance to incident personnel. Medical assistance to the public at large is the responsibility of medical resources within the Operations Section. Depending upon the needs of the incident, Operations may also provide medical support to incident personnel. The Medical Unit Leader position will be staffed by the Fire Department. All functions which are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.

Report to: **Logistics Section Chief, or Service Branch Director**
Reports to You: **Medical personnel, additional staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Service Branch Director or Logistics Section Chief.
 - Obtain information on any injuries which occurred during initial response operations.
 - Name and location of Safety Officer
- Determine level of emergency medical activities performed prior to activation of Medical Unit.
 - Number and location of aid stations.
 - Number and location of stand-by ambulances, helicopters, and medical personnel to assign to the incident.
 - Potential for special medical problems, i.e., hypothermia, dehydration, heat stroke, exposure to hazardous materials, etc.
 - Medical supplies needed
- Coordinate medical support with Operations Section.
 - Determine who will contact Lifeflight in the event of an activation.
 - Perform necessary notifications to Lifeflight if so assigned.
- Respond to requests for medical treatment and transportation.
- Request/supervise Rescue and/or ambulance support. Order through Supply Unit after confirming with Section Chief.
- Prepare the Incident Medical Plan (ICS 206), including procedures for major medical emergency. Plan should include:
 - Medical Assembly Area
 - Triage Area
 - Ambulance Traffic Route
 - Landing Zone for Lifeflight (incident and hospital)
 - Aid Station Location(s)
 - Hazard specific information (hazmat treatment, etc.)
 - Closest hospitals
 - Consideration should be given to separate treatment areas for responders and victims, as well as sending all responders to a single hospital.

- Coordinate the plan with the medical organization within the operations section.
- _____ Obtain approval of Safety Officer
- _____ Coordinate Incident Medical Plan with local hospitals.
- Declare major medical emergency, as appropriate.
- Respond to requests for medical aid.
- Notify Safety Officer and Logistics SC of all accidents and injuries.
- Respond to requests for medical supplies.
- Prepare medical reports; provide copies to Documentation Unit.
- Submit reports as directed; provide copies to Documentation Unit Leader.
- Brief relief on current activities and unusual circumstances.
- Review hazard specific annex.
- Maintain Unit Log (ICS 214).

Logistics Staff
Support Branch Director

The Support Branch Director, when activated, is responsible for the management of all support activities at the incident, including facilities, resource ordering, and ground support. **All functions not assigned by the Branch Director remain the responsibility of the Branch Director.**

Reports to: Logistics Section Chief
Reports to You: Facilities Unit Leader, Ground Support Unit Leader, Supply Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Logistics Section Chief.
 - Determine facilities activated in support of the incident
 - Determine ground support and transportation needs
 - Determine resource ordering process
 - Confirm personnel already requested for Branch
- Confirm resource ordering process and who is authorized to order with Command and Logistics Section Chief.

- Confirm facilities in use and determine the potential for additional facilities.
- Determine need for fuel delivery and vehicle support.
- Determine whether or not mutual aid and contract equipment are in use. Confirm method of inspection.
- Staff Branch appropriately.
- Assemble, brief, and assign work locations and preliminary work tasks to Branch personnel.
 - Provide summary of emergency situation
 - Provide summary of the facility, supply, and ground support needs of the incident.
- Participate in organizational meetings of Logistics Section personnel.
- Coordinate activities of Branch Units.
- Keep Logistics Section Chief apprised of Branch Activities.
- Maintain Unit Log (ICS 214).

Logistics Staff

Supply Unit Leader

The Supply Unit Leader is responsible for ordering personnel, equipment, and supplies, receiving and storing all supplies for the incident, maintaining an inventory of supplies, and servicing non-expendable supplies and equipment. The Supply Unit Leader reports to the Logistics Section Chief. **All functions that are not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director
Reports to You: Ordering Managers, Receiving and Distribution Managers, Volunteer and Employee Welfare Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Logistics Section Chief or Support Branch Director
 - Determine charge code for incident.
 - Confirm ordering process
 - Assess need for 24-hour staffing
 - Determine scope of supply process

- Organize and staff unit as appropriate.
 - Consider need for "lead agency" representation in ordering process
 - Consider dividing ordering responsibilities either by discipline or by type (equipment, personnel, supplies)
 - Consider the need to confirm the welfare of families of personnel on shift.
 - Consider the need to coordinate the activities of volunteer organizations and distribute donations.

- Determine ordering parameters, authorities and restrictions. Ensure that Unit staff observe ordering system rules and chain-of-command for ordering.
 - Establish a clearly defined time when the Supply Unit will assume responsibility for all ordering. This will require close coordination with Operations and Planning staff.
 - Confirm process for coordinating contract-related activities with the Procurement Unit.
 - Confirm process for petty cash and emergency purchase orders with Finance Section.

- Determine type and amount of supplies and equipment on hand and en route.
 - Contact Resource Unit to determine resources on order.

- Receive resource orders from authorized incident staff. Document on Resource Order Form (in Logistics Kit).
 - Determine qualifying specifications (size, extra equipment, personnel protective equipment, qualifications, etc.),
 - Desired delivery time and location, person ordering, and person to whom the resource should report or be delivered.
 - Obtain estimated price for resources which expect reimbursement.

- Coordinate delivery of rented equipment to Ground Support Unit for inspection before use.
- Arrange to receive ordered supplies and equipment. Work with Facilities Unit to identify and activate appropriate facilities for supply storage.
- Order, receive, distribute, and store supplies and equipment.
 - Obtain resource name, number, identifiers, etc., along with ETAs.
 - Relay this information to appropriate staff.
- Advise affected Unit or Section of changes in arrival times of requested resources. Advise immediately if order cannot be filled.
- Alert Section Chief to changes in resource availability which may affect incident operations.
- Develop and implement safety and security requirements for supply areas.
- Review Incident Action Plan for information affecting Supply Unit.
- Maintain inventory of supplies and equipment.
- Service re-usable equipment.
- Keep and submit copies of all orders and related documentation to the Documentation Unit.
- Brief relief on status of outstanding orders, current activities, and unusual situations.
- Review hazard specific annex.
- Document action taken on unit log (ICS 214) and resource order form.

Logistics Staff **Ordering Manager**

The Ordering Manager is responsible for placing all orders for supplies and equipment for the incident.

Report to: Supply Unit Leader
Reports to You: Additional Unit Personnel as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Supply Unit Leader.
 - Confirm charge code and ordering procedures.
 - Determine names/positions of incident personnel who have ordering authority.
 - Determine what resources/supplies are on hand, and what has been ordered or is en route.
- Obtain necessary supplies, work space, and forms.
- Obtain copy of current city vendor list from Finance or Accounts Payable.
- Obtain copy of current Emergency Resource List.
- Obtain copy of Public Works' Qualified/Disqualified Contractor Lists.
- Establish contact with personnel from cooperating agencies and vendors who will receive orders.
 - Mutual Aid Resources, fire, law enforcement, public works-Contact source.
 - Non-mutual aid resources from Washington County - Contact Washington County Emergency Management at 649-8577 or 251-2480*
 - State Agency Resources-Contact 378-OERS. Confirm with Unit Leader before placing order.
 - Federal Resources-Contact 378-OERS. (As a local government, Gresham has no "bill-back" capability to deal directly with federal agencies. This may require a disaster declaration). Confirm with Unit Leader before placing order.
 - Public Sector Vendors-Contact source, obtain price quote. Observe ordering restrictions-coordinate contracting activities with Procurement Unit.
- Receive and process resource orders-ensure that order forms are filled out correctly and completely.
- Place orders in a timely manner.
- Consolidate orders where possible.
- Set up filing system for orders.
- Brief relief on current situation and unusual situations.

- Forward cost information to Finance Section.
- Identify times and locations for delivery of supplies and equipment.
- Document ownership/home agency/base for resources assigned to the incident-share this information with Planning Section.
- Keep Receiving/Distribution Manager informed of orders placed, and ETA's.
- Document all action taken on unit log, and order forms; submit all documents to Documentation Unit.

Logistics Staff
Receiving and Distribution Manager

The Receiving and Distribution Manager is responsible for receiving and distributing all supplies and equipment other than primary resources, and the service and repair of tools. Distribution centers or supply areas may be required for the general public, as well as the response organization.

Report to: Supply Unit Leader
Reports to You: Additional Unit Staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Supply Unit Leader.
 - Determine supply area location(s)
 - Determine staffing needs
 - Determine security needs
- Order personnel required to operate and secure supply area.
- Determine location for supply area(s). Consider:
 - Size requirement
 - Ease of access for suppliers
 - Ease of access for responders/Ground Support Unit
 - Security
 - Protection from the elements
- Organize physical layout of supply area. Consider:
 - Security
 - Protection from the elements
 - Safety
 - Accessibility
- Receive, inventory, store and distribute resources.
- Establish procedures for operating supply area.
- Set up filing system for receiving and distributing supplies and equipment.
- Notify Ordering Manager of supplies and equipment received.
- Provide necessary supply records to Documentation Unit.
- Prepare list of lost/stolen/broken equipment.
- Document action taken on unit log (ICS214).

Volunteer Resource and Employee Welfare Manager

The Volunteer Resource and Employee Welfare Manager is responsible for researching and communicating the status of the families of personnel who are on duty when the emergency arises. This task should be relatively short-term. The Manager is also responsible for developing a registration and placement process for emergent volunteers, and for developing a system to receive and distribute donated goods.

Report to: **Supply Unit Leader**
Reports to You: **Additional staff as assigned.**

- Assess the need to determine the status of the families of on-duty personnel and to provide management for volunteers and donated goods. Staff the function appropriately.
- Using lists provided in Section II-H, *Reporting*, confirm welfare of families of response personnel.
- Provide welfare information for Command approval prior to distribution to incident personnel.
- Provide welfare information to Communications Center Manager for communication to field personnel.
- Establish a method to receive and transmit personal information between on-duty personnel and family members.
- Ensure that personal messages between on duty staff and family members are transmitted in a timely fashion.
- Establish a method to register volunteer personnel and equipment. Work with Supply Unit Leader to assign volunteer resources appropriately. Ensure volunteers so assigned are registered as emergency workers, and have signed a "hold harmless" statement.
- Establish a method to receive, inventory, and distribute donated goods. This may include cash, food, clothing, or other resources. Coordinate activities with volunteer agencies such as the American Red Cross, local churches, and the Salvation Army.
- Ensure persons and organizations donating personnel or goods and services receive a formal acknowledgment of their donation.

Logistics Staff
Facilities Unit Leader

The Facilities Unit Leader is responsible for the layout and activation of incident facilities, including the EOC. The Unit provides sleeping and sanitation services for incident personnel, and manages base operations. Each facility or base will be assigned a manager who reports to the Facilities Unit Leader, and is responsible for managing the operation of the facility. The basic functions or activities of the Manager are to provide security and general maintenance. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director
Reports to You: Facility/Base Manager, Security Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Logistics Section Chief or the Support Branch Director.
 - Expected duration and scope of the incident.
 - Facilities already activated
 - Anticipated facility needs.
- Activate EOC according to procedure in Chapter 10, EOC activation.
- Assess need for additional EOC space for Supply Unit and Situation Unit and others as necessary. Coordinate extra space with the Environmental Services Department.
- Obtain a copy of the Incident Action Plan. Determine:
 - Location of Command Post (if not in EOC),
 - Evacuation congregation points
 - Shelters
 - Staging areas
 - Employee child care (volunteer trailer)
 - Supply/Receiving/Distribution Centers
 - Information/Media Briefing Center
 - Other incident facilities.
- Determine requirements for each facility to be established.
 - Sanitation
 - Sleeping
 - Feeding
 - Supply area
 - Medical support
 - Communications needs
 - Security needs
 - Lighting

- In cooperation with other incident staff, determine the following requirements for each facility:
 - Needed space
 - Specific location
 - Access
 - Parking
 - Security
 - Safety

- Plan facility layouts in accordance with above requirements.

- Coordinate negotiation for rental office or storage space:
 - < 60 days -Coordinate with Procurement Unit.
 - >60 days-Coordinate with Procurement Unit, City Facilities Manager, and IS Department.

- Video or photograph rental office or storage space prior to taking occupancy.

- Ensure EOC generator is fueled.

- Maintain Unit Log.

- Forward documentation to Documentation Unit Leader.

Logistics Staff

Security Manager

The Security Manager is responsible for the security of incident facilities, staging and supply areas. Each location will be assigned one or more security personnel who report to the Security Manager, and are responsible for **All functions that are not assigned by the Security Manager remain the responsibility of the Security Manager.**

Report to: Facilities Unit Leader
Reports to You: Security Staff

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Facilities Unit Leader
 - Expected duration and scope of the incident.
 - Facilities, staging, and supply areas already activated
 - Anticipated security needs.
- Staff security as indicated by the above considerations.
- Establish contact with Police Department and other law enforcement agencies as required.
- Coordinate with Supply Unit, Resource Unit, and Liaison Officer to discuss any special custodial requirements that may affect operations.
- Develop security plan for incident facilities.
- Adjust security plan for personnel and equipment changes and releases.
- Keep the peace, prevent assaults, settle disputes through coordination with department or agency representatives.
- Prevent theft of all government and personal property.
- Document all complaints and suspicious occurrences.
- Demobilize in accordance with Incident Demobilization Plan.

Logistics Staff
Base/Facility Manager

The Base/Facility Manager is responsible for the management of a specific incident facility, and ensures that appropriate sanitation, security, and facility management services are conducted at the facility.

Report to: **Facilities Unit Leader**
Reports to You: **Maintenance Staff**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Facilities Unit Leader. Determine:
 - Number of personnel who will be active at the facility
 - Special requirements or restrictions on facility or operations
- If using a facility that does not belong to the City, work with the owner to document the condition of the facility prior to occupancy, and prior to demobilization.
- Determine personnel support requirements.
- Determine whether facility maintenance and utilities will be provided by you and your staff, or be provided as part of a contract.
- Ensure that all facilities and equipment are set up and properly functioning. This includes as appropriate:
 - Office equipment (copy machines, furnishings, etc.)
 - Communications
 - Sanitation
 - Sleeping facilities/area assignments
 - Ensure that strict compliance is made with all applicable safety regulations.
 - Ensure that all facility maintenance services are provided (monitor contract if service is provided by vendor).
- Demobilize facility in accordance with Incident Demobilization Plan.

Logistics Staff
Ground Support Unit Leader

The Ground Support Unit is primarily responsible for: 1) support of out-of-service resources; 2) transportation of personnel, supplies, food, and equipment; 3) fueling, service, maintenance, and repair of vehicles and other ground support equipment; and 4) implementing the transportation plan for the incident. **All functions that are not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Logistics Section Chief or Support Branch Director
Reports to You: Mechanics, Drivers, Equipment Manager, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Logistics Section Chief or Support Branch Director.
 - Fueling needs of apparatus on incident.
 - Transportation needed to support evacuation.
 - Transportation needed for responders.
 - Location of Supply Unit receiving and distribution point(s)
 - Restrictions on transportation routes.
 - Need for vehicle repair services, and policy toward repair and fueling of mutual aid and rental equipment.
- Staff Unit as indicated by the above considerations.
- Consider the need to use City pool vehicles or rental vehicles to augment transportation resources.
- Support out-of-service resources according to agreement for mutual aid and rental equipment.
- Notify Resource Unit of all changes on support and transportation vehicles.
- Arrange for and activate towing, fueling, maintenance and repair services. Consider staffing card lock fuel facilities or activation of the fueling agreement with Multnomah County to ensure efficient fueling operation and record-keeping.
- Maintain fuel and parts and service use records and cost summaries. Forward to Finance Section.
- Maintain inventory of support and transportation vehicles.
- Provide transportation services.
 - Review IAP for transportation requirements.
 - Review inventory for needed resources.
 - Request additional resources through Supply Unit. Give type, time needed, and reporting location.

- Schedule use of support vehicles.
- Document mileage, fuel consumption, and other costs.

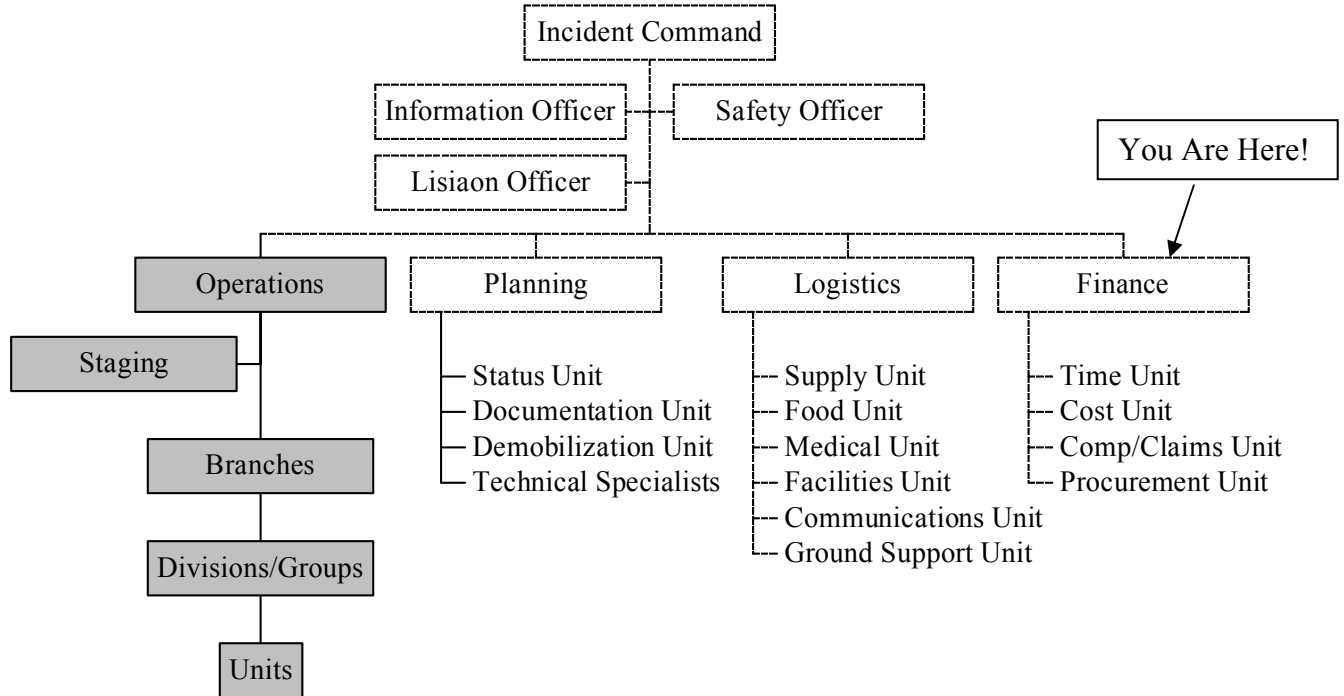
- Implement transportation plan
 - Determine time-lines
 - Identify types of services required
 - Assign resources required to implement plan.

- Order maintenance, repair, and fuel supplies through Supply Unit.

- Ensure that the condition of rental equipment is documented prior to use. Coordinate with Procurement Unit Leader.

- Maintain Unit Log (ICS 214).

Section 4-H Finance Section Position Checklists



FINANCE SECTION CHIEF

The Finance Section Chief, a member of the General Staff, is responsible for all financial and cost analysis aspects of the incident. This includes maintaining an audit trail, billing, invoice payments, and documentation of labor, materials, and services used during incident activities. The Finance Section also has major responsibility for preparing documentation for cost reimbursement in the event of a federally declared disaster. The Finance Section Chief activates and supervises units within the Finance Section. **All functions that are not assigned by the Section Chief, are the responsibility of the Section Chief.**

Report to: Incident Commander
Reports to You: Cost Unit Leader, Time Unit Leader, Compensation and Claims Unit Leader, Procurement Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Incident Commander.
 - Determine level of fiscal process
 - Determine potential for rental or contract services
 - Assess potential for legal claims arising out of incident activities
 - Identify applicable financial guidelines and policies

- Establish charge code for emergency operations. Ensure all Departments, Sections and the Supply Unit are aware of charge code (see end of this Chapter for cost code and format information).
- Confirm/establish purchasing guidelines.
- Organize and staff section as appropriate.
 - Determine the need for 3rd Party Administrator representation
- Notify Resource Unit of Finance Section Units activated, including names and locations of assigned personnel.
- Identify financial requirements for planned and expected operations.
 - Request copies of all response-related agreements activated
- Facilitate necessary adjustments to City contingency funds, bank accounts, etc.
- Coordinate with Command and General staff and HRD to determine the need for temporary employees. Ensure that proper tax documentation is completed.
- Attend planning meetings; provide financial and cost-analysis input.
 - Provide financial summary on labor, materials, and services.
 - Prepare forecasts on costs to complete operations.
 - Provide cost benefit analysis as requested.

Planning Process Checklist

<u>Task</u>	<u>Primary Responsibility</u>
1. Briefing on situation/resource status	Planning
2. Set incident objectives	Incident Command
3. Plot control lines and division boundaries	Operations
4. Specify tactics for each division/group	Operations
5. Specify resources needed by division/group	Operations, Planning
6. Specify facilities and reporting locations	Operations, Planning, Logistics
7. Develop resource and personnel order	Logistics
8. Consider communications/Medical/ traffic plan requirements	Planning, Logistics
9. Consider safety issues	Safety
10. Provide financial update	Finance
11. Consider interagency liaison issues	Liaison
12. Consider information issues	Public Information
13. Finalize/approve/implement plan	Incident Command/All

- Meet with assisting and cooperating agencies as required to determine any cost-share agreements or financial obligations.
- Ensure that all personnel time records reflect incident activity, and that records for non-city personnel are transmitted to home agency or department according to policy.

- Notify Departments and incident management personnel when emergency timekeeping process is in effect, and where timekeeping is taking place (at level III Finance staffing or at discretion of Section Chief).
 - Distribute time-keeping forms to all Sections-ensure forms are being completed correctly.
- Ensure that all obligation documents initiated by the incident are properly prepared and completed.
 - Brief City administrative personnel on all incident related business management issues needing attention, and follow up.
 - Initiate, maintain, and ensure completeness of documentation needed to support claims for emergency funds (see Section II-H, Reporting for identification codes and format information), including auditing and documenting labor, equipment, materials, and services.
 - Labor-with breakdown of work locations, hours and rates for response personnel, subcontractor personnel, and consultants.
 - Equipment rentals, with breakdown of work locations, hours and rates for aircraft, heavy equipment, and other transportation equipment.
 - Materials and supplies purchased and/or rented, including equipment, communications, office and warehouse space, and expendable supplies.
 - Initiate, maintain and ensure completeness of documentation needed to support claims for injury and property damage. (Injury information should be kept on volunteers formally assigned to the incident, as well as paid employees and mutual aid personnel).
 - Assist Logistics in resource procurement.
 - Identify vendors for which open purchase orders or contracts must be established.
 - Negotiate ad hoc contracts
 - Assist Situation Unit in damage assessment.
 - Establish damage assessment files as described in Section II-H, *Reporting*.
 - Coordinate secondary damage assessment teams with Planning Section and State and Federal assessment teams.
 - Maintain fiscal estimates and documentation.
 - Ensure coordination between Finance and other Command and General Staff.
 - Ensure that all Sections submit time records
 - Reconcile Time records with Resource Unit records of personnel on incident.
 - Request copies of invoices for supply orders.
 - Assist in accident investigation as requested.
 - Supervise Section activities, ensure adequate relief.
 - Brief relief on current activities and unusual events.
 - Hold Section meetings as necessary to ensure communication and coordination among Finance Section Units.

- Ensure all staff observe established level of operational security.
- Maintain Unit Log (ICS214). Make sure Section personnel are maintaining Unit Logs.

Finance Staff
Time Unit Leader

The Time Unit Leader is responsible for personnel and equipment time recording. **All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Finance Section Chief
Reports to You: Time Recorders, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Finance Section Chief.
 - Determine incident requirements for time recording.
 - Determine required time-lines for reports.
 - Determine location of timekeeping activity.
 - Determine number of personnel and rental equipment for which time will be kept.
- Organize and staff unit as appropriate.
- Advise Ground Support, Air Support Group (if applicable), Facilities Unit (and other users of equipment) of the requirement of a daily record of equipment time. Provide appropriate forms.
- Establish contact with appropriate agency personnel representatives.
 - Determine time-keeping constraints of individual agencies
 - Time will be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed.
- Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.
- Establish files for time records as appropriate.
- Provide for records security.
- Ensure that all records are complete or current prior to demobilization.
- Time reports from assisting agencies should be released to the respective agency representatives prior to demobilization.
- Brief Finance Chief on current problems, recommendations, outstanding issues, and follow-up requirements.
- Brief relief on current activity and unusual events.
- Document action taken in unit log (ICS214).

Finance Staff

Time Recorder

The Personnel Time Recorder is responsible for collecting, organizing, reporting, and filing, daily personnel time documents (TARS), and equipment rental time reports.

Reports to: Time Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Time Unit Leader.
 - Determine time-lines for reporting cost information.
 - Determine what resources will require time records.
- Establish and maintain a file for employee and equipment time reports within the first operational period. Depending upon the needs of the incident, this may be done manually or electronically. Include:
 - City, special hire, mutual aid, and volunteer personnel.
 - City, special hire, mutual aid, and volunteer equipment
- Initiate, gather, or update a time report from all personnel and equipment assigned to the incident according to time-lines established for each operational period. Ordinarily, this will be accomplished through Section supervisors.
 - Ensure that all Sections are reporting personnel time on the appropriate forms. Provide forms as necessary.
 - Coordinate with Operations Section, Ground Support and Supply Units for equipment use information.
- Assist units in establishing a system for collecting equipment time reports, and reconcile all time data and deductions with owner/operator of the equipment.
- Ensure that all equipment time is documented within four hours after the end of each operational period.
- Ensure that all personnel travel and work hours, specific pay provisions, and terminations to personnel time documents are posted within four hours of the end of the shift.
- Submit data to Time and Cost Unit Leaders for cost effectiveness analysis.
- Ensure that all employee identification information is correct on the time report.
- On each shift, close out time documents prior to personnel leaving the incident.
- Brief relief on current activities and unusual events.
- Maintain Unit Log (ICS 214).

Finance Staff

Procurement Unit Leader

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts. The Procurement Unit is responsible for developing a procurement plan to ensure that goods and services are procured to meet the needs of the incident. The Procurement Unit works very closely with the Supply Unit, which will implement the procurement plan and perform all incident ordering. Due to the requirement for legal input, this Unit should be staffed by personnel from both Legal and the Finance and Information Services Departments. **All functions not assigned by the Unit Leader, remain the responsibility of the Unit Leader.**

Reports to: Finance Section Chief
Reports to You: Additional personnel as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Finance Section Chief. Determine:
 - Delegation of authority to commit City funds.
 - Status of bid process
 - Current vendor list
 - Current Pre and Dis-qualified Contractor lists
 - Current Emergency Resource List
 - Time-lines established for reporting cost information
- Contact Supply Unit on incident needs and any special procedures or requirements.
- Prepare and sign offers for rental as necessary.
- Develop incident procurement plan. This plan should address/include:
 - Spending caps
 - Necessary Forms
 - Identify who has purchasing authority
 - Process for obtaining approval to exceed caps.
 - Coordination process with Supply Unit.
 - Supply of emergency purchase orders.
- Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to Cost Unit.
- Prepare and sign contracts, land-use agreements, and cost-share agreements as necessary.
- Draft Memorandums of Understanding as needed (obtain legal review and Incident Commander's signature prior to implementation).
- Establish contact with supply vendors as needed.

- Determine whether additional vendor-service agreements will be necessary.
- Interpret contracts/agreements, and resolve claims or disputes within delegated authority.
- Provide cost data from rental agreements, contracts, etc. to Cost Unit Leader according to reporting time frames established for operational period.
- Verify all invoices.
- Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with Ground Support Unit and/or Operations) before signing.
- Complete final processing and send documents for payment.
- Maintain final incident receiving documents:
 - Obtain copies of all vendor invoices.
 - Verify that all equipment time records are complete.
 - Maintain comprehensive audit trail for all procurement documents.
 - Check completeness of all data entries on vendor invoices
 - Compare invoices against procurement documents.
 - Assure that only authorized personnel initiate orders.
- Coordinate use of petty cash funds as necessary.
- Brief relief on current activities and unusual events.
- Document action taken on unit log (ICS214).

Finance Staff
Compensation/Claims Unit Leader

The Compensation/Claims Unit Leader is responsible for administering financial matters arising from injuries, property damage, or deaths occurring on an incident. As a part of this responsibility, the Comp/Claims Unit Leader is responsible for gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the City. The Comp/Claims Unit Leader reports to the Finance Section Chief. The Unit may be staffed with a Compensation for Injury Specialist and a Claims Specialist. **All functions not assigned by the Unit Leader remain the responsibility of the Unit Leader.**

Report to: Finance Section Chief
Reports to You: Compensation for Injury Specialist, Claims Specialist,
additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Finance Section Chief.
 - Determine accidents/injuries to date.
- Establish contact with incident Safety Officer and Liaison Officer or Department/agency representatives.
- Determine the need for Compensation for Injury and Claims specialists, request additional personnel as necessary.
- Establish procedures with Medical Unit Leader on prompt notification of injuries or deaths.
- Ensure that volunteer personnel have been appropriately registered.
- Ensure written authority for persons requiring medical treatment.
- Ensure correct billing forms for transmittal to doctor and/or hospital.
- Keep informed and report on status of hospitalized personnel.
- Ensure all witness statements and statements from Safety Officer and Medical Unit are reviewed for completeness.
- Coordinate with Safety Officer to provide liaison with OR-OSHA.
- Provide analysis of injuries (coordinate with Safety Officer).
- Maintain log of all injuries occurring on incident.

- Maintain copies of hazardous materials debriefings; ensure they are included as part of the final incident package.
- Arrange for notification of next of kin for serious injuries and deaths (this will be done through Command).
- Brief relief on current activities and unusual events.
- Document all action taken on unit log (ICS214).

Finance Staff
Compensation for Injury Specialist

The Compensation for Injury Specialist is responsible for administering financial matters arising from serious injury or death occurring on the incident.

Report to: Compensation/Claims Unit Leader
Reports to You: Additional Staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from the Compensation/Claims Unit Leader or Finance Section Chief.
 - Determine injuries to date
 - Determine investigation process
- Establish procedures with Operations on prompt notification of injuries or deaths.
- Establish contact with incident Safety Officer and agency representatives.
- Keep informed and report on status of hospitalized personnel.
- Obtain all witness statements from Safety Officer and other personnel; review for completeness.
- Maintain a log and provide analysis of injuries occurring during the incident.
- Arrange for notification of next of kin for seriously injured or deceased employees (this will be done through Command).
- Coordinate all administrative paperwork on serious injuries or death.
- Provide liaison with OR-OSHA
- Brief relief on current activities and unusual events.
- Document action taken on Unit Log (ICS214).

Finance Staff
Claims Specialist

The Claims Specialist is responsible for handling all incident claims-related activities except those involving injury.

Report to: Compensation/Claims Unit Leader
Reports to You: Additional Staff as assigned

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Compensation/Claims Unit Leader.
 - Determine accidents reported to date
 - Determine investigation procedure
- Develop and maintain a log of potential claims.
- Initiate investigation of all claims other than personal injury.
- Document accident scenes thoroughly
 - Obtain witness statements pertaining to claims other than personal injury; review for completeness.
 - Photograph accident scenes, including obstructed views, damage, weather conditions, etc.
- Coordinate claims prevention plan with applicable incident functions, particularly Operations and Safety
- Ensure that site and property involved in investigation are protected until proper documentation and recording can take place.
- Coordinate with investigation team as necessary.
- Document any incomplete investigations.
- Document follow-up needs by City.
- Keep the Compensation/Claims Unit Leader advised on nature and status of all existing and potential claims.
- Brief relief on current activities and unusual events.
- Document activity on unit log (ICS214).

Finance Staff
Cost Unit Leader

The Cost Unit Leader is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost savings recommendations for the incident.

Report to: **Finance Section Chief**
Reports to You: **Additional Staff as assigned.**

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

- Obtain briefing from Finance Section Chief.
 - Determine reporting time-lines
 - Determine standard and special reports required.
 - Determine desired report format

- Obtain and record all cost data.
 - City Equipment costs.
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to City facilities, infrastructure, equipment or vehicles.
 - Supplies
 - Food
 - Facility rental

- Identify in reports all equipment/personnel requiring payment.

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

- Prepare resources use cost estimates for Planning. Make sure estimates are updated with actual costs as they become available.

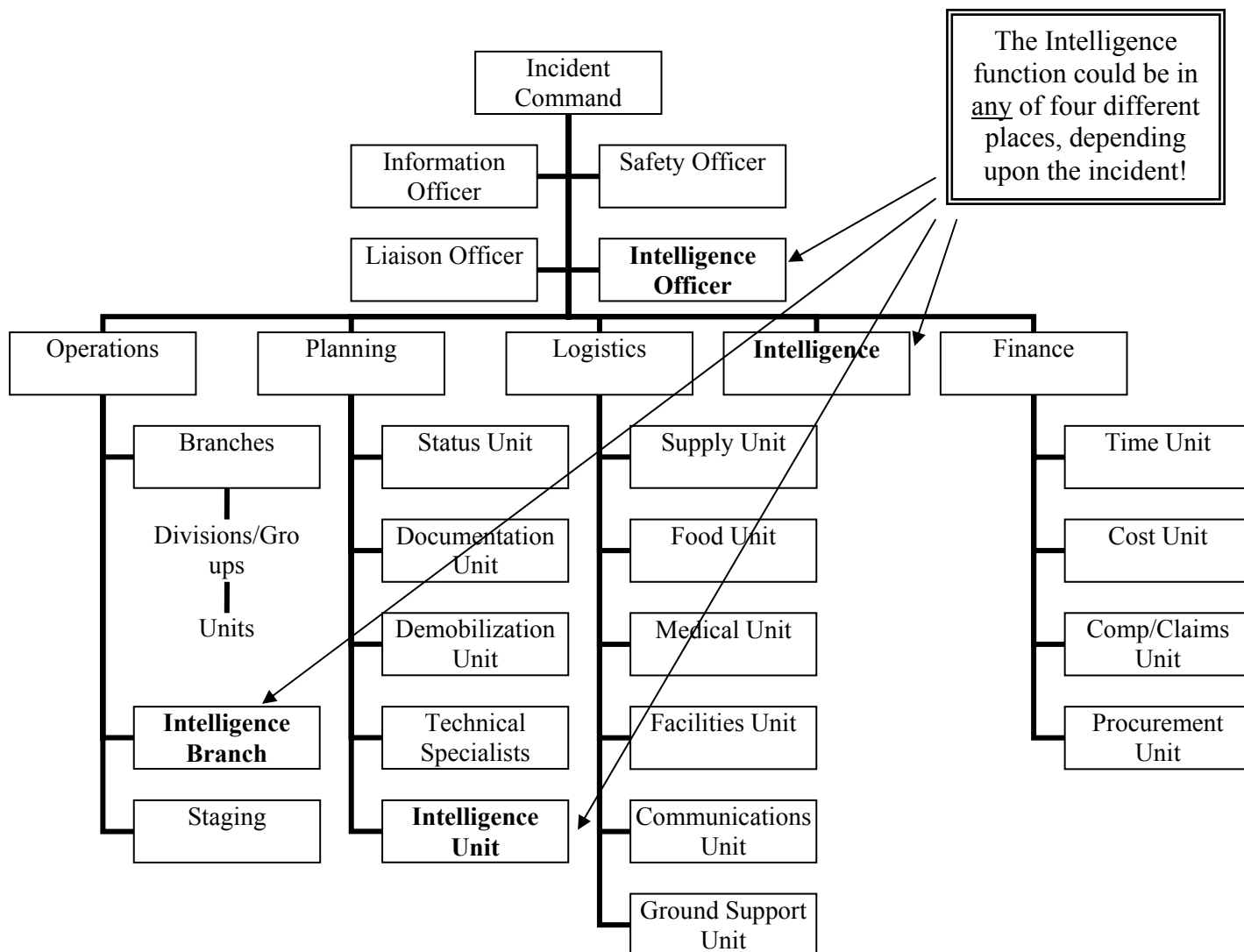
- Make recommendations on cost savings to Finance Section Chief.

- Maintain cumulative incident cost records. These records should reflect:
 - City Equipment costs.
 - Personnel costs (straight and overtime) by Department.
 - Contract or mutual aid equipment costs.
 - Contract or mutual aid personnel costs.
 - Damage to City facilities, infrastructure, equipment or vehicles.
 - Supplies
 - Food
 - Facility rentalSee end of this chapter, for cost code and format information.

- Ensure that all cost documents are accurately prepared.

- Brief relief on current activities and unusual events.
- Document activity on unit log (ICS214).

Section 4-I Intelligence Position Checklists



Functional Description:

- Manage internal information, intelligence, and operational security requirements supporting incident management activities
- Share incident-related information and intelligence, in accordance with Hillsboro Police Department guidelines
- Cooperate with outside law enforcement agencies to conduct information and operational security activities, as needed

ISC Reports to: The intelligence function may be organized in one of the following ways:

- Within the Command Staff. This option may be most appropriate in incidents with little need for tactical or classified intelligence and in which incident-

related intelligence is provided by supporting Agency Representatives, through real-time reach-back capabilities.

- As a Unit Within the Planning Section. This option may be most appropriate in an incident with some need for tactical intelligence and when no law enforcement entity is a member of the UC
- As a Branch Within the Operations Section. This option may be most appropriate in incidents with a high need for tactical intelligence (particularly classified intelligence) and when law enforcement is a member of the UC.
- As a Separate General Staff Section. This option may be most appropriate when an incident is heavily influenced by intelligence factors or when there is a need to manage and/or analyze a large volume of classified or highly sensitive intelligence or information. This option is particularly relevant to a terrorism incident, for which intelligence plays a crucial role throughout the incident life cycle.

Reports to ISC: It depends! (See paragraph above on organization)

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

- Obtain briefing from Incident Command, Planning Section Chief, or Operations Section Chief (according to placement within ICS organization)
- Determine what intelligence is required and who should collect it
- Gather and analyze incident-related information and intelligence
- Conduct information security and operational security activities, as needed
- Verify accuracy of information collected from all sources
- Ensure sensitive and classified information is safeguarded, but also available to those who need access (according to Hillsboro Police Department guidelines)
- Prepare an intelligence summary for the Planning Meeting
- Ensure that intelligence needs and resources are included in Planning Process.
- Meet with the Information Officer to determine the best method for providing up-to-date information.
- Coordinate information- and operational-security matters with the Information Officer's public awareness activities, particularly where such public awareness activities may affect information or operations security
- Provide Intelligence Briefings, as requested
- Assist with preparation of the Incident Intelligence Summary (ICS Form 209)
- Document all significant actions and information on Unit Log (ICS Form 214)

Area Command Position Checklists

Area Command is an organization, established to:

- Oversee the management of multiple incidents, each with its own ICS organization.
- Oversee the management of a large incident that has multiple IMTs assigned to it.
- Provide overall management of emergencies within area command.

Reporting relationships:

- Incident ICs will report to the Area Commander
- Area Commander reports to Department Command
- Area Command reports to Executive/Agency Administrator

If one or more of the incidents are multi-jurisdictional, unified command should be established.

Need for Area Command:

- Provide inter-incident coordination
- Set priorities between multiple incidents
- Allocate critical resources
- Keep Department Managers and elected officials informed
- Reduce workload of Department Command (SPAN of CONTROL)

Responsibilities of Area Command:

- Set incident priorities
- Allocate critical resources
- Ensure proper management of incidents
- Ensure incident(s) objectives are met and do not conflict
- Provide overall direction of Incident Management Teams assigned to the same incident (or incidents in close proximity)
- Coordinate With Local, State, Federal, and Volunteer Organizations.

Area Command Positions:

- Area Commander
- Logistics Section Chief and necessary staff
- Planning Section Chief and necessary staff
- Intelligence Section Chief and necessary staff
- Information Officer
- Liaison Officer
- Technical Specialists

Area Commander Checklist:

- Obtain Briefing (expectations) from Executive or Agency Administrator
- Set Overall Incident Objectives
- Convey Expectations/Concerns to Command Staff and Incident Commanders
- Establish Schedule/Timeline
- Resolve Conflicts
- Create a Manageable Organization
- Set Resource use priorities
- Request to activate EOC if not done
- Coordinate with Dept. Command/EOC/MACS
- Establish Demobilization Priorities
- Maintain Documentation
- Responsible for any function not assigned
- Implement and direct recall of off-duty emergency personnel if needed
- Approve IAP
- Review the City's applicable hazard specific annex(s)
- Review and approve situation and damage assessment reports

Operations Section Chief Checklist (if staffed; otherwise, completed by Area Commander))

- Ensure incident objectives obtainable,
- Ensure priorities are valid and critical resources used effectively
- Evaluate and modify plans, as needed,
- Establish contingency plans
- Ensure work assignments are manageable,
- Ensure work/rest ratios established
- Ensure qualified supervisors in place
- Establish safety and effective accountability of resources
- Establish rapid intervention, when needed
- Manage span-of-control and ensure all risk safety.
- Designate required personal protective equipment
- Participate in Planning meeting
- Ensure Operations Briefing given to all personnel assigned on all Incidents
- Establish Section staff as needed
- Maintain documentation

Logistics Section Chief Checklist:

- Establish Section staff as needed (Service and Support)
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Ensure a Single Point Ordering is in place
- Order resources as requested by Area Commander
- Research availability of resources from mutual aid agencies and existing contracts or procurement needs
- Coordinate with EOC/IC's on evacuation concerns

- Ensure general welfare of all personnel on the incidents (food, potable water, equipment, repairs, sanitary needs, fuel, mechanics, etc.)
- Determine needs for Base, Camp, Command Post and ensure security for these established areas
- Coordinate with EOC on Shelters and/or assembly points
- Assess Communications Plan
- Assess Medical Plan
- Implement Demobilization Plan
- Participate in planning meeting
- Be able to support the IAP

Planning Section Chief Checklist:

- Establish Section staff as needed (Check-In, Documentation, Demobilization, Resource, Situation, Technical Specialists, etc.)
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Establish Meeting Schedules and Planning Cycle timeline through Area Commander
- Obtain and/or work with AC on Incident Objectives and priorities
- Prioritize Resource assignments and usage
- Establish a check-in for all personnel and apparatus
- Maintain T-Card Resource Status, as well as a master roster of all personnel and apparatus assigned
- Maintain Situation Status and provide timely situation reports
- Implement damage assessment teams and reports when needed
- Determine need for Technical Specialists
- Conduct Joint Planning Meetings
- Create IAPs
- Create any contingency plans, as needed
- Establish Demobilization Plan and coordinate demobilization process

Intelligence Section Chief Checklist:

- Establish Section staff as needed
- Convey Expectations/Concerns to all personnel
- Maintain Documentation
- Gather coordinated and unified Intelligence
- Ensure ATAC contacted
- Validate all Intelligence prior to dissemination if possible
- Disseminate intelligence based on confidentiality and classification
- Participate in planning meeting

Information Officer Checklist:

- Maintain Documentation
- Obtain necessary supplies and staff

- Provide timely and accurate information
- Validate information
- Ensure Area Commander approves release of information
- Ensure information is jointly released
- Post information and maps and provide handouts as necessary
- Respond to requests from media and the public
- Maintain copies of all releases and information handed or given out
- Participate in planning meeting

Liaison Officer Checklist:

- Maintain Documentation
- Maintain list of all assisting and coordinating agencies involved, along with person in charge (names, resources, telephone numbers, call signs, etc.)
- Determine resource capabilities, communication capabilities, concerns, restrictions of use from all agency representatives
- Participate in planning meeting

Technical Specialists Checklist:

- Maintain Documentation
- Participate in planning meeting
- Provide accurate and timely information based upon your specific discipline:
Weather/Meteorologist , Fire Behavior, Structural Assessment, Hazardous Materials,
Flood, Anthropologist, WMD, USAR, etc.
- Provide information to Operations Section to ensure their success

Section 4-K EOC Coordinator Checklist

Responsibilities:

1. Facilitate the overall functioning of the EOC.
2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensure compliance with operational area emergency plans and procedures.
3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Assist the EOC Director in determining appropriate staffing for the EOC.
- Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

- Assist the EOC Director and the General Staff in developing an overall strategic objectives as well as section objectives for the Action Plan.
- Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
- Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
- Provide overall procedural guidance to General Staff as required.
- Provide general advice and guidance to the EOC Director as required.
- Ensure that all notifications are made to the Operational Area EOC.
- Ensure that all communications with appropriate emergency response agencies is established and maintained.
- Assist EOC Director in preparing for and conducting briefings with Management Staff, the City Council, the media, and the general public.
- Assist the EOC Director and Liaison Officer, in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Liaison Officer with coordination of all EOC visits.
- Provide assistance with shift change activity as required.