

**MILWAUKIE CITY COUNCIL
WORK SESSION
NOVEMBER 1, 1999**

The meeting came to order at 5:30 p.m. in the Milwaukie Public Safety Building Community Meeting Room.

Council present: Mayor Tomei and Councilors Kappa, King, and Lancaster

Staff Present: City Manager Dan Bartlett; Assistant City Managers Richards and Bennett; and City Attorney Ramis.

Information Sharing

1. The group discussed the recent Metro Council meeting held at Milwaukie City Hall and some citizen complaints about notification that resulted. **Bartlett** explained that notification was Metro's responsibility, and it was unfortunate that the meeting ended sooner than advertised.
2. **Councilor King** attended the recent Johnson Creek Watershed Summit where participants discussed the Endangered Species Act and ways citizens could adjust their lifestyles to protect the environment. An inter-jurisdictional committee is working to consolidate ordinances so regulations are consistent throughout the watershed. Watershed members have expressed an interest in attending Neighborhood District Association (NDA) meetings to inform residents of the program.
3. **Councilor King** shared recent Oregonian articles and letters to the editor on the topics of big box development and speed humps. She also announced that Ardenwald teachers Deb Howe and Terri Cook would be recognized at the League of Oregon Cities Annual Conference Banquet.
4. **Councilor Kappa** commented on the Metro Policy Advisory Committee (MPAC) response to the Metro Growth Report and the possibility of a one-year extension. **Bartlett** said there would be a packet of information coming from Metro upon which the City Council could base its response. **Ramis** added that the argument centered mostly around methodology. **Bennett** indicated there were problems in Washington County because USA was the coordinating agency. There are also issues having to do with the 175 foot stream buffer impact on the boundary itself.
5. **Mayor Tomei** attended the Clackamas County Complete Communities meeting on behalf of Milwaukie where the consultant RFP was reviewed. She also asked for information relating to the employee turn over rate in Public Works and Planning. **Richards** said she would work on a response but

briefly stated that most of the employee turn over had been in Planning with very little in Public Works operations.

6. **Councilor Kappa** wanted to move forward on youth involvement in a shadow Council program.

December Meeting

The City Council directed staff to prepare a resolution establishing the second regular Council meeting in December on the 20th after the work session.

Oregon City Ordinance

Bartlett forwarded a request from Milwaukie Municipal Court Judge Gray that the City Council consider a fighting ordinance similar to the one recently adopted by the City of Oregon City.

Mayor Tomei saw no reason to adopt such an ordinance since there was no problem at this time.

After talking with Chief Kanzler, **Councilor King** understood that type of activity would be covered under existing state laws.

Councilor Lancaster felt that, although it was prudent to have a framework in place, fight clubs might be a fad activity that would decline as parents got involved. He asked if the City might incur any liability since it was aware of an existing condition and did not take preventative measures.

Ramis said the City would not be liable since there are other laws in place. The City Council could consider something more specific if necessary.

Councilor Kappa recommended cautious waiting to find out if the activity did move into Milwaukie.

The group agreed that it did not wish to consider such an ordinance at this time.

Emergency Operations

Bartlett explained that the state required either the City or County to develop an Emergency Operations Plan. As part of its contract with Milwaukie, the Clackamas County Fire District is responsible for maintaining the City's plan.

Randy Bruegman and **Ken Frentress** represented the District at the work session and discussed the proposed Plan in some depth.

Frentress reviewed the matrix that outlined the flow of events in an emergency response operation. If an emergency was identified in the City, the Council would be convened, and, if it deemed necessary, open the emergency operations. The City Manager would be Emergency Program Manager who in turn assigns personnel to fill key positions. He reviewed the four main functions of the center: operations, planning, logistics, and finance. **Frentress** explained that the Fire District had adopted the National Interagency Incident Management System (NIIMS) for the purpose of protecting personnel and establishing clear lines of authority and responsibility. He added that this was a dynamic program that could be amended as needed.

Councilor Kappa questioned how this differed significantly from the previous plan in which the Police Department had the lead.

Frentress said in many cases it would be a unified command, but sometimes the type of incident dictated which department took the lead. The District was committed to testing the emergency management system at least annually.

Bartlett added that the Fire Department generally has the resources to put into long-range planning. He also alerted the City Council that there would be an emergency exercise. There are signed mutual aid agreements in place statewide for police and fire services and public works. In order to ask for assistance, the City would have to have used all of its local resources including personnel and equipment. He added there would be an emergency preparedness article in the December *Pilot*, and booklets are available at the front counters of each facility.

Councilor King asked if these situations were covered by insurance.

Bartlett responded that after the City's own resources were exhausted, staff would track time and expenses through the Finance Department for FEMA reimbursement. Some communities have had to commit their entire operating budget to cover expenses during a disaster recovery phase.

Councilor Lancaster asked what private organizations the City might call upon.

Bartlett said there is a list of phone numbers that includes the Community Emergency Response Team (CERT) and food and shelter providers such as the Red Cross. He went on to explain the function of the various rooms in the Public Safety Building: community meeting room for briefings and media coverage; squad room would be command central; library for City Council; and fire training room for the activation area.

Bruegman discussed the role of the elected official. It is the District's job to provide the Mayor and Council with information, so the elected officials do not find themselves in an uncomfortable position with the media. The District is

committed to preparing the City Council prior to being placed in such a situation. It is also working on a budget that would allow for an equipment cache in each fire station throughout the district. These caches will likely total about \$50,000, so it will take several years to get them in place.

Bartlett added that under certain circumstances involving Public Works operations, an incident command center is established at the Johnson Creek facility.

It was consensus to direct staff to prepare a resolution adopting the Emergency Operations Plan for the November 16, 1999 meeting.

The Council interviewed David Aschenbrenner, Shannon Scott, Brian Newman, and Peter Koonce for vacancies on advisory boards and committees.

The meeting ended at approximately 8:45 p.m.

Pat DuVal
Pat DuVal, Recorder

**CITY OF MILWAUKIE
CITY COUNCIL WORK SESSION AGENDA
NOVEMBER 1, 1999**

MILWAUKIE CITY HALL

Second Floor Conference Room
10722 SE Main Street

WORK SESSION – 5:30 p.m.

Discussion Items:

	<u>Time</u>	<u>Topic</u>	<u>Presenter</u>
1.	5:30 p.m.	Dinner and Information Sharing	Group
2.	6:00 p.m.	December Meeting Schedule	Dan Bartlett
3.	6:10 p.m.	Oregon City Ordinance	Dan Bartlett
4.	6:15 p.m.	Emergency Operations Plan and Y2K	Ken Frentress and Dan Bartlett
5.	6:45 p.m.	Board and Commission Interviews	
6.	8:00 p.m.	Adjourn	

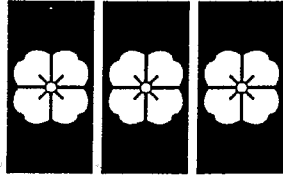
The Council may vote in work session on non-legislative issues.

At the end of the work session, the Council may hold an Executive Session under the authority of Oregon Revised Statutes 192.660 as needed.

*For assistance/service per the Americans with Disabilities Act (ADA)
dial TDD 786-7555.*

The Council requests that all pagers and cell phones be either set on silent mode or turned off during the meeting.

C I T Y O F



MILWAUKIE

*** M E M O R A N D U M ***

October 25, 1999

To: Mayor and City Council
From: Dan Bartlett, City Manager *Dan*
Re: December Meeting Schedule

Action Requested

I would like Council direction on the December meetings.

Background

The latest 1999 Agenda Forecast is attached. This includes a Budget Committee meeting scheduled with your December 6, 1999, work session. At this point, there are no items for the December 21st regular meeting. Would Council like to combine this regular meeting with the work session or combine the work session with the regular Tuesday meeting?

cc: File -- cm2252/hd

1999 AGENDA FORECAST

(For Internal Use Only)

November 1 - WS	Due City Attorney 10/15/99	Due City Recorder 10/22/99	Packet Available 10/26/99
Subject	Type of Item	Oral Presentation By	Length of Presentation
Emergency Operations Plan and Y2K 4U2 Review	WS	Dan Bartlett, Ken Frentress	30
Interviews Boards and Commissions	W.S.	Pat DuVal	90 min.
Discuss December Meeting Schedule		Dan Bartlett	15 min.
November 2 - RS	Due City Attorney 10/15/99	Due City Recorder 10/22/99	Packet Available 10/26/99
Subject	Type of Item	Oral Presentation By	Length of Presentation
Departmental Monthly Reports	Information		
Public Safety Appreciation Week	Proclamation		
November 15 - WS	Due City Attorney 10/29/99	Due City Recorder 11/5/99	Packet Available 11/9/99
Subject	Type of Item	Oral Presentation By	Length of Presentation
Tree Ordinance and Urban Forestry Program update		Rouyer	30 minutes
LINCC Update (Library Intergovernmental)		Charlene Richards	15 minutes
LID Status Report		Jan Gehlen	
NCPRD Quarterly Update		Mike Henley, NCPRD Director	30 minutes
November 16 - RS	Due City Attorney 10/29/99	Due City Recorder 11/5/99	Packet Available 11/9/99
Subject	Type of Item	Oral Presentation By	Length of Presentation
Emergency Operations Ordinance	Other Business	Ken Frentress	30
Waterline Phase I Acceptance and Final Pay	Consent	P. Roeger and Saatkamp	N/A
Report on 36 th Avenue Traffic Calming	Information	M. Bennett if needed	
December 6 - WS	Due City Attorney 11/19/99	Due City Recorder 11/24/99	Packet Available 11/30/99
Subject	Type of Item	Oral Presentation By	Length of Presentation
CIP Review	Work Session		120
Budget Committee	Budget Direction and Kick Off 2000/2001	Bartlett	60

WS. 2 2

1999 AGENDA FORECAST

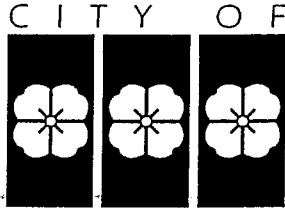
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December 7 - RS			
Subject	Type of Item	Oral Presentation By	Length of Presentation
Waverly Waterline and Sewer LID acceptance and final pay	Consent	P. Roeger	N/A
Recommended Changes to Community Development Advisory Bodies	Other Business or Ordinance	Swanson/ M. Bennett	15 minutes
Street Vacations - 24 th and 25 th	Public Hearing (one fore each vacation)	P. Roeger	5 minutes
Departmental Monthly Reports			
December 20 - WS			
Subject	Type of Item	Oral Presentation By	Length of Presentation
Discuss response to Draft Vision and Mission	Give staff direction for final adoption at first meeting in January		
December 21 - RS			
Subject	Type of Item	Oral Presentation By	Length of Presentation
Combine with 12/20 Work Session?			

Move to First meeting in January 2000


Adoption of Neighborhood Visions	Resolution	Michelle Gregory	15 minutes
Adoption of City Vision and Mission	Resolution	Dan Bartlett	15 minutes
Adoption of new Telecommunications Ordinance and ROW Management Ordinance	Public Hearing	JoAnn H./Pam Beery and M. Bennett	30 minutes



MILWAUKIE

*** M E M O R A N D U M ***

October 25, 1999

To: Mayor and City Council
From: Dan Bartlett, City Manager 
Re: Oregon City Fighting Ordinance

Action Requested

Staff would like to know if the council would like an Ordinance similar to Oregon City's adopted?

Background

Judge Gray has suggested that Milwaukie consider an Ordinance similar to the one adopted by Oregon City. His concern is that some students may move their activity to our parks and public spaces.

cc: File -- cm2253/hd



CITY OF OREGON CITY

INCORPORATED 1844

COMMISSION REPORT

TO THE HONORABLE MAYOR AND COMMISSIONERS

FOR AGENDA

DATED

October 20, 1999

1 of 1

Page

Subject: Proposed Ordinance No. 99-1028,
An Ordinance Amending Title 12: Streets,
Sidewalks and Public Places, Chapter 12.16: Public Parks,
Section 12.16.020: Regulations, of the Oregon City
Municipal Code of 1991, By Adding Subsection 12.16.020 (I):
Regulating Certain Conduct in Public Parks,
And Declaring An Emergency

Report No. 99-197

Proposed Ordinance No. 99-1028 amends Chapter 12.16 of the City Code making it unlawful to engage in fighting, boxing, wrestling and other forms of mutual combat in public parks.

This ordinance addresses recent activities that have been occurring in Atkinson Park in which high school students and older teenagers have been engaging in unregulated boxing. Participants engaging in this activity use boxing gloves but do not use a ring or other safety equipment that would be used in organized amateur boxing.

It is the opinion of staff that these activities are unsafe as it subjects the participants, spectators and other park users to an unreasonable risk of injury. In addition, these activities expose the City to a liability risk and negatively impact the ability of the Police Department to provide public safety services throughout the City.

CHRIS JORDAN
Interim City Manager

GH:lbc

cc: Chief Gordon Huiras, Police Department
Roger McClurg, Interim Parks & Recreation
Allen Toman, Parks Maintenance Supervisor

ISSUED BY THE CITY MANAGER

*1st + 2nd
Approved
w/ amendment
Subsectm (I)
delete "Other"
delete "similar"*

WS. 3 3

ORDINANCE NO. 99-1028

AN ORDINANCE AMENDING TITLE 12: STREETS, SIDEWALKS AND PUBLIC PLACES, CHAPTER 12.16: PUBLIC PARKS, SECTION 12.16.020: REGULATIONS, OF THE OREGON CITY MUNICIPAL CODE OF 1991, BY ADDING SUBSECTION 12.16.020 (I): REGULATING CERTAIN CONDUCT IN PUBLIC PARKS, AND DECLARING AN EMERGENCY

OREGON CITY ORDAINS AS FOLLOWS:

Section 1. That Title 12: STREETS, SIDEWALKS AND PUBLIC PLACES, Chapter 12.16: PUBLIC PARKS, Section 12.16.020: REGULATIONS, of the Oregon City Municipal Code of 1991, is hereby amended to read as follows:

12.16.020 (I): Engage in, sponsor, or conduct, fighting, boxing, wrestling, or ^{similar} other forms of mutual combat in a public park, provided however, that boxing and wrestling matches and exhibitions that are regulated and licensed by the Oregon State Boxing and Wrestling Commission, or boxing and wrestling conducted by organizations identified in ORS 463.210 as exempt from the licensing and bonding provisions of ORS Chapter 463, may be held in public parks upon the approval of the City Manager. The Manager may impose such conditions upon such events, and require such financial security in connection therewith, so as to assure that such events are conducted in a safe manner and consistent with the use of parks by the public.

Section 2. Emergency Clause. Because this ordinance is necessary for the preservation of the peace, public health, safety and welfare of Oregon City, an emergency is hereby declared to exist and this ordinance shall be in full force and effect from the time of passage by the Commission.

Read for the first time at a regular meeting of the City Commission held on the 20th day of October, 1999, and the foregoing ordinance was finally enacted by the Commission this 20th day of October, 1999.

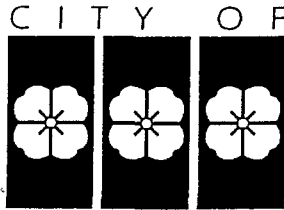
LEILANI BRONSON-CRELLY, City Recorder

ATTESTED to this 20th day of October 1999.

JOHN F. WILLIAMS, Jr., Mayor

ORDINANCE NO. 99-1028

Effective Date: October 20, 1999



MILWAUKIE

*** MEMORANDUM ***

October 25, 1999

To: Mayor and City Council
 From: Dan Bartlett, City Manager *Dan*
 Re: Emergency Operations Plan

Action Requested

I would like the City Council to consider adopting a revised Emergency Operations Plan. This work session has been scheduled to explain that plan and how the Emergency Operations Center works. I would like to have the Plan adopted at Council's November 16, 1999, meeting.

Background

Police and Fire have traditionally been responsible for preparation and maintenance of Milwaukie's Emergency Operations Plan. Our contract with Clackamas Fire District #1 has changed several elements of our previous plan. As part of our contract, the District is now responsible for maintaining our plan.

Ken Frentress has completed a draft of the revised plan. This draft is being circulated to department heads for review. It will need some minor edits to conform to Milwaukie's structure, but these changes will be mostly titles and not substance. The draft plan is attached for Council's consideration.

Milwaukie has used an Incident Command System (ICS) model for several years. Prior to 1994, the police chief was responsible for maintaining the emergency plan. In 1994-1995, the fire chief took over responsibility for plan maintenance. In 1995 all department heads went through ICS training. Our final exam was the Great Flood of 1996.

Since then, we have had several staff changes and restructuring of our organization. Preparations for Y2K requires that we have an up to date plan. This plan recognizes our new structure. Council and all supervisors with emergency response roles will be trained under this new plan.

City Council's roles are defined on pages 12 and 13. Council declares that a special or major emergency exists. Council determines the areas that warrant emergency controls. Council receives periodic briefings and makes decisions about extraordinary budget allocations.

The Mayor calls the Council together. She works with the Public Information Officer to convey the status of the City's response. When the emergency is over she terminates the activity.

cc: File -- cm2251/hd

MILWAUKIE CITY HALL
 10722 SE MAIN STREET
 MILWAUKIE, OREGON 97222
 PHONE: (503) 786-7555 • FAX: (503) 652-4433

CITY OF MILWAUKIE

*** MEMORANDUM ***

CITY MANAGER'S OFFICE

October 13, 1999

To: Department Heads
From: Dan Bartlett *Dan*
Re: Emergency Operations Plan

Attached is the latest revision of our Emergency Operations Plan. Please review this document and let me know if you need any changes.

Please complete your review by October 29, 1999.

cc: File
CM2/hd

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CITY OF MILWAUKIE
EMERGENCY OPERATIONS PLAN

I. Authority and References

A. Authority

This plan is issued in accordance with the provisions of the Oregon Civil Defense Act of 1989, Chapter 401 of the Oregon Revised Statutes, as amended, and by the Resolution of the City Council of the City of Milwaukie.

B. References

1. Civil Defense Act of 1950 (PL 81-920), as amended.
2. Disaster Relief Act of 1974 (PL 93-288) as amended.
3. Oregon Emergency Operations Plan.

II. Definitions of Key Terms

Incident means an occurrence or event that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Command System (ICS) means the combination of facilities, equipment, personnel, procedures and communications operating within a common organizational structure with responsibility for the management of assigned resources to effectively accomplish stated objectives pertaining to an incident. Reference: Section 2 of EOP "Manual of Incident Management"

Emergency Operations Center (EOC) means site from where local, state and federal agencies coordinate off-scene support to on-scene responders.

Incident Commander (IC) means the one individual in charge at any given time of an incident.

Incident Commander Post (CP) means the location where field commands are given. The Incident Commander directs the on-scene response from this location.

On Scene Coordinator (OSC) means the individual on-scene responsible for coordinating the resources at each respective level of government. OSC's may include:

- State On-Scene Coordinator (SOSC)
- Federal On-Scene Coordinator (FOSC)

Fire Operations Center (FOC) means a location where fire resources for emergency response are directed from.

Public Information Officer (PIO) means a person designated by the incident commander who provides information to the public and the media.

Unified Command means the method by which local, state and federal agencies will work with the Incident Commander to:

1. Determine roles and responsibilities for a given incident.
2. Determine their overall objectives for incident management.
3. Select a strategy to achieve agreed upon objectives.
4. Deploy resources to achieve agreed upon objectives.

Section means the organizational level having functional responsibility to primary segments of incident operations such as operations, planning, logistics and finance. The section level is organizationally between branch and incident commander.

Branch means the organizational level having functional/geographic responsibility for major segments of incident operations. The branch level is organizationally between section and division/group.

Division means the organizational level having responsibility of operations within a defined geographic area or with functional responsibility. The division level is organizationally between the team and the branch.

III. Purpose

The purpose of the City of Milwaukie Emergency Operations Plan is to:

- A. Establish responsibilities and operational requirements for city government during times of emergency.
- B. Provide guidance for the emergency activities of city departments and the citizens within the City of Milwaukie.
- C. Minimize personal injury or property damage resulting from the occurrence of an emergency by outlining the emergency actions to be taken by city departments and other public and private agencies.

IV. Assumptions

A. General

1. All areas of the city are subject to the effects of disaster.
2. Essential city services will be maintained as long as conditions permit.
3. A disaster occurrence will require prompt and effective emergency response and recovery operations by government agencies, volunteer organizations and the private sector.
4. Natural or man-caused emergencies may be of such magnitude and severity that county, state and federal assistance is required; however, such support will be available only after all local resources have been utilized.

B. Hazards

The City of Milwaukie may be subject to the effects of natural and man-caused disasters including but not limited to:

1. Natural Disaster
 - a. Weather emergencies may include floods, windstorms, drought, snow, ice, avalanche, or tornado.
 - b. Geologic emergencies may include earthquake, landslide, volcanic eruption, or subsidence.
 - c. Epidemiological emergencies may include industrial, structural, or transportation incidents.
2. Man-Caused Disasters
 - a. Fire and explosion emergencies may include industrial, structural, or transportation incidents.
 - b. Transportation emergencies may include incidents involving aircraft, rail systems, watercraft, or motor vehicles.
 - c. Hazardous materials emergencies may include explosives, gases, corrosives, flammable liquids and solids, oxidizers, poisons, and radioactive materials involved in incidents at fixed sites or during transportation,
 - d. Civil disturbance may include terrorism, sabotage, unlawful demonstrations, and riots,

- e. Utility emergencies may include failure or disruption of electrical, telephone, water, gas, fuel oil, sewer, and sanitation systems.
- f. War related emergencies may include any overt acts of aggression on the United States, whether utilizing conventional or nuclear weapons.

V. Organization

A. City of Milwaukie

- 1. Under the provisions of ORS 401.305, the city shall establish an emergency management agency and appoint an emergency program manager. The City Manager is designated as the emergency program manager.
- 2. City shall notify the county of the individual responsible for emergency management with the city. The city may choose not to establish an emergency management agency and may develop a cooperative work agreement with the county specifying the emergency management activities to be accomplished at each level.
- 3. If the city takes no action to maintain adequate emergency management capability, such areas will be considered in county planning, and county resources will be deployed under the direction of the county to respond should emergency conditions exist within the city.
- 4. The City Manager of the city is responsible for the direction and control of local resources during emergencies.
- 5. The City Manager is responsible for requesting additional resources not covered under mutual aid for emergency operations. Such requests shall be directed to the Clackamas County Emergency Management Agency or other appropriate state or federal agencies.

B. County

- 1. Under the provisions of ORS 401.305, county government is mandated to establish an emergency management agency which is directly responsible to the governing body of the county and shall appoint an emergency program manager who shall have responsibility for the organization, administration and operation of

such agency. The county's emergency management program shall be administered by the County Sheriff.

2. Under emergency conditions, operational direction and control of the county's emergency organization shall rest with the Board of County Commissioners.
3. All departments of the county, plus other agencies or individuals who may perform specialized emergency functions, shall be a party of the county's emergency management activities including mitigation, preparedness, response, and recovery planning.

C. Support Agencies

1. Volunteer disaster relief organizations, private institutions, and business and industry will be called upon to support the city emergency organization.
2. Use of private resources available to the city shall be coordinated by the city.

D. State Government

1. Under the provisions of ORS 401, the Governor has broad authority and responsibilities for the direction and control of all emergency activities in a state declared emergency.
2. Requests for state assistance shall be made by the city in which emergency conditions exist. Such requests shall be made to the Oregon Emergency Management Division.
3. State assistance may be requested whether or not a local Emergency Declaration has been or will be made, provided that all appropriate local resources have been utilized.

E. Federal Government

1. Requests for federal disaster assistance shall be made by the city to the Oregon Emergency Management Division.
2. Federal resources may be requested whether or not a disaster has been formally declared.

VI. Concept of OperationsA. General

1. Emergency operations will be initiated and conducted by the city to the full extent of its resource capabilities including resources available through mutual aid agreements.
2. During emergency operations, the authority of the city will not be impaired or infringed upon by higher authority except in case of inability or incapacity to function or unless a request is made by the City Manager that higher authority assume direction and control.
3. The Governor shall have ultimate responsibility for the resolution of conflicts regarding the use of limited resources. In all cases, preservation of life shall take precedence over protection of property.

B. Types of Emergency

Implementation of this Plan will be based on the following definitions of emergency occurrences:

1. Emergency

An incident which may be handled within the normal organization and procedures of the city will not require implementation of this Plan.

2. Special Emergency

An incident that has special or unusual characteristics requiring resources outside the normal emergency response organization of the city may require partial implementation of this Plan.

Special Emergency incidents shall be reported by the city to the Oregon Emergency Management Division under provisions of ORS 401 and the Oregon Emergency Response System. (OERS)

3. Major Emergency

An incident that requires the coordination response of all resources at all levels of government to save the lives and protect the property of a sizeable portion of population will require implementation of this Plan.

Major Emergency incidents shall be reported by the city to the Oregon Emergency Management Division under the above listed provisions.

C. Readiness State

Special or Major Emergency situations may arise with advance notice or with no warning. As a result, the organization and operations procedures outlined in this Plan shall be maintained in a status appropriate for immediate implementation.

D. Coordination

1. City Operations

The city's response to an emergency shall be conducted from the local EOC located at 3200 SE Harrison Street (Public Safety Building). In those emergencies affecting multiple jurisdictions and in which the county EOC is activated, a representative from the city shall be present in the county EOC to coordinate local response. The county EOC may be activated in response to a city emergency on approval of the county Emergency Management Agency and with concurrence by the Board of County Commissioners.

2. Clackamas Fire District-Fire Operations Center

Overall coordination of emergency Operations will be exercised from the Fire District's Fire Operations Center located at 15590 SE 30th, Clackamas

3 County Emergency Operations

Overall coordination of emergency operations will be exercised from the county Emergency Operations Center located at 2200 South Kaen Road, Oregon City, Oregon. See EOC Procedures, Appendix C-1 of this Plan.

VII. Execution of Operations

For purposes of implementation of this Plan, the activation of the city's emergency operations organization will be based on the evolution of an emergency through a series of "time phases." It is readily acknowledged that not all phases may be identifiable in an emergency occurrence (i.e., there may be no warning period; the recovery phase may not be required). Tasks assigned within a certain phase in this Plan are not intended to be restrictive, but rather to provide

guidance outlining required activities during the entire course of an emergency occurrence.

A Normal Phase

That time phase during which organization, planning, training, and exercising are carried out to develop an effective emergency management system. Tasks to be accomplished during this phase, which require the participation of all city agencies with emergency responsibilities include:

1. City Emergency Management Agency
 - a. Coordinate development and maintenance of Emergency Operations Plan.
 - b. Assist in review and update of departmental standard operating procedures, notification lists, and resource inventories, lines of succession, mutual aid agreements, etc.; coordinate preparedness activities on a city-wide basis.
 - c. Implement citywide resources inventory system; assist in development of necessary agreements; and update information on at least an annual basis.
 - d. Develop procedures for use of city Emergency Operations Center (EOC).
 - e. Coordinate city emergency management program and plans with county, private and volunteer agencies and other organizations involved in emergency management, taking into consideration all activities related to emergency mitigation, preparedness, response, and recovery.
 - f. Facilitate training and exercising activities.
2. City Departments
 - a. Develop or review and update Emergency Operating Procedures.
 - b. Develop intradepartmental lines of succession of authority.
 - c. Develop and maintain updated notification lists and procedures for call-up of key officials and essential emergency workers.

- d. Identify non-emergency workers and assign them, as appropriate, to support emergency operations.
- e. Identify vital departmental records and develop a system for safeguarding them.
- f. Identify city facilities vital for emergency operations, designate alternate sites, and develop procedures for use.
- g. Analyze emergency communications needs and available backup systems; develop procedures for use.
- h. Participate in training courses dealing with emergency management issues and assure appropriate training for response personnel.
- i. Participate in simulated emergency exercises and critiques; complete recommended activities to correct noted deficiencies in the emergency management system, plans and procedures.
- j. Assist in the development of a citywide emergency management system that includes mitigation, preparedness, response, and recovery activities.
- k. Develop a system for recording and documenting expenditures, which may be required during an emergency.

B. Preparation Phase

That time phase during which increased preparations are made for the probable impact of a Special or Major Emergency. Tasks common to all emergency agencies to be accomplished in this phase include:

- 1. Evaluate available information and coordinate with other participants in the emergency management organization.
- 2. Notify key officials, as appropriate, in accordance with established procedures.
- 3. Activate EOC or Departmental Control Points and recall essential personnel as directed by the City Manager or Department Heads.

4. Coordinate with Emergency Program Manager and city Public Information Officer for release of emergency instructions or information to the public.
5. Review emergency operations plans and standard operating guidelines.
6. Assess communications capability.
7. Analyze probable resource needs and availability; review specific resource acquisition requirements and agreements.

C. Emergency Phase

That time phase, which may consist of three periods requiring varying types and levels of emergency response, during which the imminent occurrence of a special or major emergency becomes known. Emergency operations may be initiated during any of the following three time periods:

1. Warning Period

That period during which evaluation of all available information indicates that the impact of a Special or Major Emergency is imminent. This period may be formally initiated over a period of time in slower developing emergencies (i.e., flood) or may not exist when the impact of the emergency occurs suddenly and without advance indication (i.e., earthquake). Tasks common to all emergency agencies to be accomplished in this period include:

- a. Evaluate most probable consequences and resource requirements.
- b. Coordinate with city Emergency Program Manager or Public Information Officer for dissemination of instruction or information to the public, including evacuation of hazard areas or other such lifesaving measures as may be required.
- c. Recall essential response personnel.
- d. Stage resources near hazard area if situation warrants and it can be done without further threat to resources.
- e. Send representatives to EOC as required.

2. Impact Period

That period during which a Special or Major Emergency is occurring. Impact may occur suddenly and be of limited duration or may follow a period of predictable buildup (warning) and last for an extended period. Tasks common to all emergency agencies to be accomplished in this period include:

- a. Take immediately protective measures for emergency personnel and resources.
- b. Coordinate damage information with Emergency Program Manager or Emergency Operations Center if activated.
- c. If emergency conditions allow, initiate response activities.

3. Response Period

That period immediately following the impact of a Special or Major Emergency during which all resources are committed to the protection of life and property. Tasks common to all emergency agencies to be accomplished in this period include:

- a. Communicate with field personnel and EOC to determine scope of emergency.
- b. Dispatch first responders to scene for victim care. Call in mutual aid assistance, if required.
- c. Dispatch pre-designated personnel to hazard areas to conduct preliminary damage analysis.
- d. If emergency is of great magnitude with mass casualties or threatened populations, contact EOC and request activation of Mass Casualty Incident Procedures.
- e. Maintain contact with EOC for situation analysis and coordination of public information.
- f. Analyze resource needs; request additional support from EOC.
- g. Complete response assignments as detailed standard operating guidelines.

- h. Maintain accurate records of all costs associated with emergency response including expenditures for personnel, supplies, and equipment.

3. Recovery Time

That time phase following the response period during which activities are undertaken to effect long-term repair or recovery. Tasks common to all emergency agencies to be accomplished in this phase include:

- a. Analyze long-term restoration/recovery options.
- b. Report and document emergency related expenditures in accordance with procedures outlined in Annex O (Reports) of this Plan.
- c. Effect long-term repairs including demolition, reconstruction, etc.

VIII Direction and Control

A. Executive Actions

On notification of a threatened or actual Special or Major Emergency, the Mayor shall convene the City Council to analyze data and determine whether an emergency exists. The City Manager shall coordinate the activities of the Council.

When, in the judgment of the City Council, a state of emergency exists, they shall declare in writing and publicize the existence of it. If circumstances prohibit the timely action of the City Council, the Mayor may declare a state of emergency, provided that the approval of a majority of the Council is sought and obtained at the first opportunity.

The declaration of a state of emergency shall specify the area(s), which warrant the exercise of emergency controls.

The Mayor shall terminate the state of emergency when the emergency no longer exists or the threat of an emergency has passed.

B. Lines of Succession

1. City Council

In the event that the Mayor is unavailable or unable to perform his/her duties under this plan, the duties shall be performed by:

- a. President of the Council.
- b. The next senior member (in length of service) of the City Council.
- c. The City Manager.

2. City Departments

The executive head of each city department shall establish, in writing, an ongoing line of succession of authority.

IX. Task Assignments

Since the normal organization and function of city government is the nucleus around which the emergency management system is developed, appropriate emergency functions are assigned within various departments of the city. It is recognized that responsibility for emergency related activities should remain with the department having such responsibility under normal conditions. However, it is also recognized that tasks unique to emergency situations must be assigned thereby expanding the responsibilities of emergency agencies and their normal operational systems. Specific task assignments include:

A. Emergency Program Manager (City Manager)

1. Appoint an Incident Commander to coordinate operational response activities at the EOC. Assign personnel to fill the positions of Operations, Planning, Logistics, Finance, Safety, Liaison and PIO.
2. Provide policy decisions for direction and control of emergency operations to include:
 - a. Ordering activation of the Emergency Operations Center.
 - b. Controlling the use of vital resources.
 - c. Ordering evacuation of hazard areas.
3. Ensure adequate authority is vested in city officials charged with emergency responsibilities.
4. Direct the dissemination of warning and public information and instructions as recommended by the Incident commander.

5. Request assistance from state or federal government.
6. Advise and assist the City Council.
7. Serve as liaison to the Chief Executive of other affected jurisdictions within the county.

B. Emergency Management Agency

1. Advise and assist the City Council in the performance of emergency duties.
2. Coordinate emergency operations on an interdepartmental basis.
3. Manage EOC functions to assure effective operations.
4. Develop and maintain an inventory of emergency resources and providers, and a system of acquisition of resources.
5. Coordinate with city Public Information Officer for dissemination of emergency information or instructions.
6. Coordinate with Department of Community Services and other public and private agencies for assistance to victims.

C. Police Department

1. Assume responsibilities of or designate Incident Commander in all situations where the Police Department is the mitigating agency.
2. Maintain law and order, traffic and crowd control, security to vital facilities and supplies; and control access to hazardous or evacuated areas.
3. Assist in dissemination of warning to the public and notification of essential emergency response personnel.
4. Assist in the evacuation of threatened populations.
5. Collect damage information and report it to EOC.

D. Clackamas Fire District #1

1. Assume responsibilities of or designate Incident Commander in all situations when Fire Department is the lead-mitigating agency.
2. Provide fire suppression, rescue and emergency medical aid.
3. Assist in dissemination of warning to the public.
4. Develop and maintain an inventory of emergency resources and providers, and a system for acquisition of resources.
5. Coordinate with city Public Information Officer for dissemination of emergency information or instructions.
6. Establish guidelines for body recovery, identification, storage and disposition.

E. Department of Public Works

1. Coordinate city public works and engineering operations to include:
 - a. Repair of roads, bridges and public facilities.
 - b. Construction of temporary bridges or detours.
 - c. Clearance and disposal of debris from streets and roads.
 - d. Demolition of unsafe structures.
 - e. Take temporary responsibility for the Structural Safety Division of the Fire Department.
2. Coordinate collection and analysis of information relating to damage of street systems, buildings, bridges, and other structures.
3. Coordinate the acquisition of equipment and operators to assist in heavy rescue operations (i.e., collapsed buildings, bridges, etc.
4. Assist in traffic control by providing signs, barriers, etc.
5. Coordinate transportation of equipment, materials and supplies required for emergency operations.

6. Coordinate with city Public Information Officer for dissemination of road or bridge closures, open evacuation routes, etc.
7. Assess health hazards caused by damage to sewer, water, or other utility systems.
8. Coordinate all sanitary sewerage operations for the city:
 - a. Collection and analysis of information relating to damage of sewerage facilities including collection systems, pumping stations, and treatment plants.
 - b. Assessment of health hazards caused by damaged or destroyed sewerage facilities.
 - c. Repair station and collection systems.
9. Serve as a liaison between EOC and other public sewerage agencies within the county or metropolitan area.
10. Provide personnel, equipment and materials as may be necessary to assist in emergency operations.

F. Department of Community Services and Personnel

1. Coordinate the delivery of essential health and welfare services available through government and private disaster agencies to include food, shelter, clothing, transportation, financial assistance, psychological counseling, and victim registration and inquiry.
2. Function as city Public Information Officer for dissemination of public information on casualties, health hazards and sanitation measures.
3. Coordinate with other departments for the preparation and dissemination of public warning information and instruction.
4. Recruit emergency personnel and coordinate temporary reassignments of city personnel to assist in emergency operations.
5. Maintain records on personnel volunteering services to the city.

G. City Attorney

1. Advise city officials on legal matters relating to emergency operations.
2. Prepare ordinances and/or resolutions as necessary to assure emergency management organization operates on a sound legal basis.

Finance Department

1. Supervise emergency services provided by Data Processing.
2. Maintain inventory of city-owned resources.
3. Provide personnel and special services to support EOC operations.
4. Coordinate with Department of Transportation and Development to develop a system for assessing damaged property, both public and private.
5. Document financial damage to real property and if applicable work with federal assistance teams to obtain recovery funds.
6. Provide accounting procedures to document emergency expenditures.
7. Provide for curtailment of normal fiscal procedures to facilitate emergency expenditures.
8. Assure fiscal conformity to financial requirements when state or federal funds are involved.
9. Coordinate with other departments to develop a system for emergency appropriations, purchases, disbursements, and accounting.
10. Advise city officials of liability exposure resulting from specific emergency actions or the lack thereof.
11. Coordinate with Personnel Director to assure that volunteer emergency service workers are properly registered and insured.

I. Communications

Existing communications systems available to each response agency will be used for emergency operations.

Procedures for activation and/or use of communication systems will be in accordance with Annex B (Communications) of this Plan.

The use of alternate communications systems located in the EOC is addressed in Appendix C-1 (EOC Operating Guideline) of this Plan.

Procedures for the provision of warning or public information and instruction will be in accordance with Annex A (Emergency Information and Warning) of this Plan.

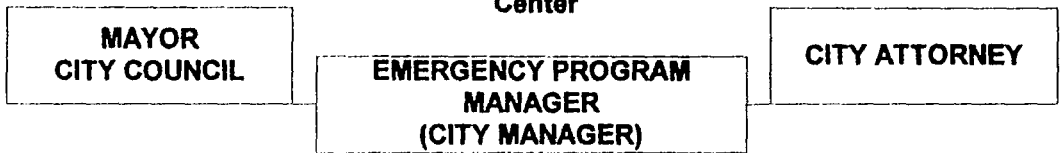
Field sources shall assure that all pertinent information is relayed to the EOC, as appropriate. This information is to assist in determining the scope of the emergency, types of assistance required for response, protective actions which may be necessary, etc. Procedures for the provision of operational situation reports, records of actions taken, resources deployed, etc. shall be in accordance with Annex P (Reports) of this Plan.

J. Administration

To the extent possible, each agency or department shall maintain administrative control over its personnel and resources. Staff support for this function shall be pre-identified and the necessary internal procedures developed and updated as required.

EMERGENCY OPERATIONS CENTER

Emergency
Operations
Center



Command Post

INCIDENT COMMAND

Public Information
Officer

Safety Officer

Liaison

CCFD #1 F.O.C.

COUNTY E.O.C.

STAGING
Police Department
Fire District
Maintenance Services
Ambulance

OPERATIONS

PLANNING

LOGISTICS

**FINANCE-HUMAN
RESOURCES**

**POLICE
DEPARTMENT**

Law Enforcement
Traffic Control
Security
Evacuation
Crowd Control
Damage Assessment

CCFD #1

Hazardous Materials
Fire
Emergency Medical
Rescue Extrication
Diving Operations
Structural Collapse

**MAINTAINANCE
SERVICES**

Street Cleaning
Water System Repair
Service system repair
Emergency Power
Specialized Equipment
Traffic Control Barriers

Resources
Situation
Documentation
Demobilization
Technical Specialist

**SERVICE
BRANCH**

Communications
Food
Red Cross
Emergency Housing
Special Needs & Displaced
Persons

**SUPPORT
BRANCH**

Supplies
Facilities
Ground Support
Private Companies
Utilities
Transportation

**FINANCE
BRANCH**

Time Keeper
Injury Claims
Major Purchases
Conformation to
State Finance Laws

**HUMAN
RESOURCES**

Recruiting
Temporary Help
Coordinating
Personnel Needs
With Other
Sections Manpower
Pools

WS. 4 23

DEPARTMENT
MANUAL
OF
INCIDENT MANAGEMENT

INCIDENT MANAGEMENT

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I. INCIDENT PRIORITIES

In order to stabilize any emergency situation, three basic incident priorities must be accomplished. These priorities establish the order that basic activities are performed in any emergency.

The basic incident priorities are:

- Ø Life Safety - the activities required to protect occupants, remove those who are threatened and treat the injured and conduct a primary and secondary search of occupied structures.
- Ø Incident Stabilization - the activities required to stabilize the emergency scene such as: stopping the forward progress of the fire and to bring the fire under control, hazardous material mitigation, site isolation, removing the hazards present, etc.
- Ø Property conservation - the activities required to stop or reduce additional loss to property.

These functions should be regarded as separate, yet interrelated, activities that must be dealt with in order. However, in many cases, an officer must overlap and mix the activities in order to achieve an objective - notable examples are the need to gain interior tenability with active/extensive fire control efforts before conducting a primary search, or the need to initiate salvage operations while active fire control efforts are being extended, or the need to ventilate a structure in conjunction with an aggressive interior attack.

Establishing your priorities starts with a good size-up of the incident. The first-in officer's size-up should:

- Ø identify the problem(s)
- Ø establish the priority order in which they need to be addressed
- Ø identify the resources needed
 - establish a plan on how those resources can best be utilized
 - refer to on-scene report, page 3

With any incident, we know that our first priority is the protection of lives. Our second priority is to stabilize and control the incident, and our third priority is the conservation and preservation of property. This should also be the priority order we should follow in doing our size-up.

ON-SCENE REPORT

For the first arriving officer, the initial size-up should include a complete on-scene report. If that officer can communicate a graphic word picture as to what is occurring at the incident, other incoming units will have a better understanding of what the incident is, which will reduce the confusion once they arrive. The method used by this Fire Department is the first arriving officer communicates the answers to the following questions:

- What do I have?
- What am I doing?
- What do I need?
- Who is in command?

In describing "WHAT DO I HAVE?" the officer gives the other responding units an image of what the officer sees. The description can include such information as building size, construction, amount of smoke or flame showing, amount of involvement, type of occupancy, unusual conditions or hazards, or any other information the officer can give. This brief report will help others picture what is occurring. For example: "Engine 21 is on the scene of a one-story residential house, nothing showing."

"WHAT AM I DOING?" will tell them what actions you are taking such as advancing an attack line, supplying your own water, laddering the building, or whatever your initial actions might be. For example: "Engine 21 has arrived on the scene of a one-story residential house, nothing showing. Engine 21 investigating."

"WHAT DO I NEED?" can be assignments you give to other companies or request for additional resources. When telling others what your needs are, remember that "nothing right now" is a perfectly good answer. You may need time to do some investigation to determine what the real problems are. While you are taking the time to determine what is wrong, other responding units can be directed to stage in an area close to the incident but far enough away to easily be placed somewhere other than the front door. Keeping apparatus away until they are needed allows for easier access if apparatus needs to be moved in or out. For example: "Engine 21 is on the scene of a one-story residential house, nothing showing. Engine 21 investigating. All units continue in and stage" when directed to stage stand-by a block away and await further instructions.

One question that has to be answered on every incident is, "WHO IS IN COMMAND?" Once the first piece of fire equipment arrives at the scene and until the last one leaves, someone has to be in command. Everyone responding to or working at an incident needs to know that command is established. For example: "Engine 21 is on the scene of a one-story residential house, nothing showing and investigating. All units continue in and stage. Engine 21 is Command."

Now let's look at a good on scene report of a working fire. "Engine 21 is on scene of a two-story apartment complex fire showing from a second floor window. Engine 21 will be making an interior attack from the front of the structure. Engine 22 lay in a supply line, pull a back-up line, and conduct a primary search. Truck 21 ventilate the roof. Battalion 2 upon arrival will be Command." If upon arrival your assignment should include an evaluation for additional needed resources, call for it!

In size-up as well as all your other actions, personnel safety is the officer's number one responsibility. The risks to which an officer exposes personnel must be weighted against the benefits. Don't risk the lives of firefighters in a vain attempt to save dead people or in an aggressive interior attack on a building not worth saving. You must be able and willing to assess when the risk is not worth the benefit and that can only be done with a good size-up of the situation.

II. SIZE-UP

VISUAL FACTORS

These factors include those obvious to visual observation and those absorbed by the unconscious. This visual information is categorized as the type that can normally be gained by actually looking at a tactical situation from the outside. This form of intelligence involves the perceptive capability of the IC.

RECONNAISSANCE FACTORS

These factors include information that is not visually available to the IC from his/her position on the outside of a tactical situation and must be gained by actually sending someone to check-out, go-see, look-up, research advise, call, go-find, etc. This generally involves the IC making a specific assignment and then receiving an information oriented report.

PRE-PLANNING AND FAMILIARITY FACTORS

These factors include the intelligence that is gained from formal pre-fire planning and by general informal familiarization activities. Such intelligence (very simply) increases the information initially available to the IC from the OUTSIDE of a tactical situation. This information arms the IC with intelligence that he/she would normally not have.

Other factors which should be considered in size-up or in developing plans of attack are:

LIFE HAZARD

- Ø Number of occupants
- Ø Location of occupants (in relation to the fire)
- Ø Condition of occupants (by virtue of fire exposure)
- Ø Incapacities of occupants
- Ø Commitment required for search and rescue (personnel, equipment, and command)
- Ø Fire control required for search and rescue
- Ø Need for EMS
- Ø Time estimate of fire effect on victims
- Ø Exposure of spectators/control of spectators
- Ø Hazards to fire personnel
- Ø Access rescue forces have to victims
- Ø Characteristics of escape routes/avenues of escape (type, safety, fire conditions, etc.)

ARRANGEMENT

- Ø Access, arrangement, and distance of external exposure
- Ø Combustibility of exposures
- Ø Access, arrangement, and nature of internal exposures
- Ø Severity and urgency of exposure (fire effect)
- Ø Value of exposures
- Ø Most dangerous direction - avenue of spread
- Ø Time estimate of fire effect on exposures (internal and external)
- Ø Obstructions to operations
- Ø Capability/limitations on apparatus movement and use

RESOURCES

- Ø Firefighters and equipment on scene
- Ø Firefighters and equipment responding
- Ø Firefighters and equipment available in reserve
- Ø Estimate of response time for personnel and equipment
- Ø Condition of personnel and equipment
- Ø Capability of personnel
- Ø Capability of commanders
- Ø Nature of command systems available to IC
- Ø Number and location of hydrants
- Ø Supplemental water sources
- Ø Adequacy of water supply
- Ø Built-in private fire protection and notification (sprinkler, standpipe, alarms)
- Ø Outside agency resource and response time

BUILDING

- Ø Size
- Ø Interior arrangement/access (stairs, halls, elevators)
- Ø Construction type
- Ø Age
- Ø Condition - faults/weaknesses
- Ø Vertical compartmentation/separation
- Ø Vertical-horizontal openings, shafts, channels
- Ø Outside openings - doors and windows/degree of security
- Ø Utility characteristics (hazards/controls)
- Ø Concealed spaces/attic characteristics
- Ø Exterior access
- Ø Effect the fire has had on the structure (at this point)
- Ø Time projection on continuing fire effect on building

FIRE

- Ø Size
- Ø Extent (% of structure involved)
- Ø Location stage (incipient – flashover)
- Ø Direction of travel (most dangerous)
- Ø Time of involvement
- Ø Type and amount of material involved-interior finish/contents/etc.
- Ø Type and amount of material left to burn
- Ø Products of combustion liberation

OCCUPANCY

- Ø Specific occupancy
- Ø Type-group (business, mercantile, public assembly, institutional, residential, hazardous, industrial, storage, school)
- Ø Value characteristics associated with occupancy
- Ø Fire load (size, nature)
- Ø Status (open, closed, occupied, vacant, abandoned, under construction)
- Ø Occupancy associated characteristics/hazards
- Ø Type of contents (based on occupancy)
- Ø Time - as it affects occupancy use
- Ø Property conservation profile/susceptibility of contents to damage/need for salvage
- Ø Exposure occupancy

OTHER FACTORS/CONDITIONS

- Ø Time of day/night
- Ø Day of week
- Ø Season
- Ø Special hazards by virtue of holidays and special events
- Ø Weather (wind, rain, heat, cold, humid, visibility)
- Ø Traffic conditions
- Ø Social conditions (strike, riot, mob, rock festival, etc.)
- Ø Possibility of arson

III. TACTICAL PRIORITIES

The Incident priorities, size-up, and arrival report help to establish what tactical priorities must be addressed first.

RESCUE

Clackamas Fire District #1 will do a primary search in all involved and exposed occupancies that can be entered. Primary search means that companies have quickly gone through all affected areas and verified the removal and/or safety of all occupants.

Time is a critical factor in the primary search process and primary search operations must necessarily be extended quickly during initial fire stages. Although time is a critical factor in a primary search, it must be conducted in such a manner to assure as thorough a search as conditions allow, and that we consider the safety of our personnel involved in the search. Once a primary search has been completed, the search team will report via radio "Command from Engine 10 Primary Search Complete" which means no victims found.

The rescue functions that follow lengthy fire control activities will be regarded as representing a secondary search. Thoroughness rather than time is the critical factor in secondary search. Once again, the search team will report their findings "Command from Engine 10 Secondary Search Complete - One Victim Found."

In smoke showing and working fire situations, fire control efforts must be extended simultaneously with rescue operations to gain entry and to control interior access to complete primary search. The officer in charge must be aware the operation is in a rescue mode until primary search is complete regardless of the fire control required.

In cases of fully involved buildings or sections of buildings, immediate entry and primary search activities become impossible - the survival of occupants is improbable

and no primary search is expected. The IC advises dispatch "there will be no all clear on the building."

All initial attack efforts must be directed toward supporting rescue efforts and hoselines must be placed in a manner to control interior access, confine the fire, and protect avenues of escape. Normal means of interior access (stairs, halls, etc.) should be utilized to remove victims whenever possible. Secondary means of rescue (fire escapes, ladders, etc.) must be utilized in their order of effectiveness.

FIRE CONTROL

It is a standard operating procedure to attempt to stabilize fire conditions by extending wherever possible an aggressive interior (offensive) fire attack.

A critical command decision (both initial and ongoing) relates to the offensive/defensive mode of the situation:

- Ø Offensive Strategy - Interior attack and related support directed toward quickly bringing the fire under control.
- Ø Defensive Strategy - Exterior attack directed to first reduce fire extension and then bring the fire under control.

The Incident Commander (IC) must define offensive/defensive mode based upon:

- Ø Fire extent
- Ø Structural conditions
- Ø Entry Capability
- Ø Resources
- Ø Ventilation profile
- Ø Rescue ability of occupants

Basic Offensive Plan

- Ø First line fast, aggressive interior attack
- Ø Provide support activities - rescue, ventilation, ladders
- Ø Do primary search
- Ø Second line back-up first/additional lines

- Ø Exposure protection
 - Evaluate success and react
 - Big fire = big water

Basic Defensive Plan

- Ø Evaluate fire spread; write-off lost property
- Ø Identify key tactical positions
- Ø Prioritize fire streams
- Ø Provide for big, well-placed streams
 - Surround and drown
 - Provide effective exposure protection
 - Assure all firefighting personnel are aware of the mode of operation.

The IC must consider the most dangerous direction and avenues of fire extension particularly as it affects rescue activities, confinement efforts, and exposure protection. In some cases, the most effective tactical analysis involves an evaluation of what is not burning rather than what is on fire. The unburned portion represents where the fire is going and should establish the framework for fire control efforts.

Offensive fires should be fought from the INTERIOR-UNBURNED SIDE. Determine fire location and extent before starting fire operations (to the extent possible). Do not operate fire streams into smoke.

Write-off property that is already lost and go on to protect exposed property based on the most dangerous direction of spread. Do not continue to operate in positions that are essentially lost.

The decision to operate in a totally defensive mode indicates that any offensive attack strategy has been abandoned for reasons of personnel safety, and the involved structure has been conceded as lost (written off).

The announcement of the change to a totally defensive mode will be made as "Emergency Traffic" and all personnel will withdraw from the structure and maintain a safe perimeter. Officers and/or Division/Group Commanders will account for the safety of all personnel under their command. A PAR should be initiated with any change of strategy. Refer to SOG's 201.2 and 201.3 for further information.

PROPERTY CONSERVATION

It is a standard procedure to utilize whatever fireground resource that is required to reduce property loss to an absolute minimum. The activities that relate to effective property conservation require the same early and aggressive action as both Rescue and Fire Control. All members are expected to perform in a manner that continually reduces loss during fire operations. Whenever possible, salvage operations should be concurrent with fire suppression activities.

When basic fire control has been achieved, the IC must commit and direct companies into "stop loss" activities; such activities generally include:

- Ø Evaluating damage to overall fire area
- Ø Evaluating the salvage value of various areas
- Ø Committing companies to salvage functions
- Ø Reducing hose lines from control functions to salvage functions

Salvage functions should be integrated into the attack phase whenever possible. When fire control becomes stable, back fire control companies out and let fire investigators develop a plan.

IV. NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM

Clackamas Fire District #1 has adopted the National Interagency Incident Management System (NIIMS) for two major reasons. The first, and most important, is to protect the safety of our personnel. By providing clear lines of authority and responsibility, NIIMS insures all personnel are supervised and accounted for. In order to be effective, NIIMS requires that everyone operating within the system be self-disciplined to follow the chain of command. By following this system, free-lancing is all but eliminated. The system also further enhances firefighter safety by allowing the Incident Commander (IC) to better coordinate companies when they are operating as teams working toward meeting the established goals and objectives. Lines of communication are clearly defined, thus reducing the amount of radio traffic and allowing word of unsafe, or potentially unsafe, conditions to be transmitted quickly.

The second major reason for our adopting NIIMS is to relieve some of the burden placed on those who must command an incident and give them a system that stresses management. For those who command an incident, NIIMS can do much to make them better managers. Most of those who have experienced the thrill of victory and the agony of command can identify with a phenomenon known as the "pucker factor". It is the affliction that strikes when you pull up to a fire with flames that appear to be only slightly higher than the Sears Tower. The major symptom is the inability to exit your vehicle due to the ironclad grip your fanny has on the vehicle's seat. A cure for this dreaded affliction can be found with NIIMS. It allows the IC to delegate responsibility and maintain span of control. It establishes clear lines of communication for the flow of information which will allow the IC to have a better overall understanding of what is occurring at the incident.

Good management is simply a matter of identifying the problems, evaluating resources, and applying those resources in an effective manner to the problems. NIIMS provides the management system to allow the IC to be an effective manager,

thus reducing the impact the "pucker factor" can have on the IC's ability to manage an incident.

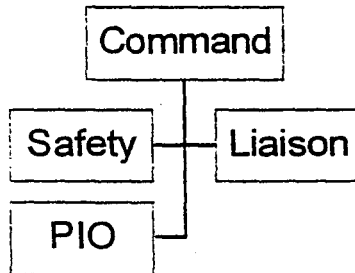
The structure of NIIMS is divided into five functional areas that are present in varying degrees at every incident. These functional areas are:

- Ø **COMMAND**
- Ø **OPERATIONS**
- Ø **PLANNING**
- Ø **LOGISTICS**
- Ø **FINANCE/ADMINISTRATION**

COMMAND

The first functional area is **COMMAND**, which has overall responsibility for the incident. The Incident Commander serves the function of Command and establishes the goals and objectives that all other resources will work toward accomplishing. The IC will develop, implement, monitor, and modify the action plan which others will follow to control the incident. There are four functional areas under the direction of Command. In addition, the IC can create three Command Staff Officers who will also report directly to the IC.

Those Command Staff positions are:



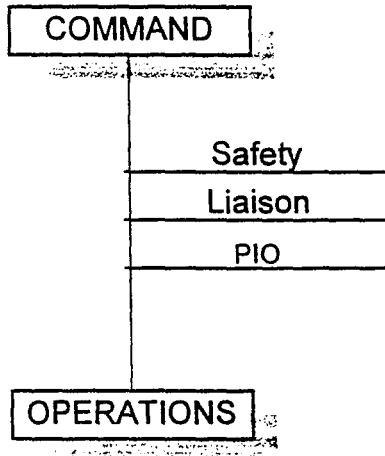
The **SAFETY OFFICER** is responsible for monitoring and assessing hazards or unsafe situations and developing measures for assuring personnel safety. The Safety Officer keeps the IC informed of present or potential hazards so that the IC can build personnel safety into the action plan. The Safety Officer can take immediate steps to stop or correct any unsafe act and/or remove personnel from imminent danger.

The **LIAISON OFFICER** is the point of contact for assisting and coordinating outside agency representatives. When several agencies are involved at one incident, there is often a lack of communication and coordination between the agencies. The Liaison Officer's role is to provide that communication and coordination between the agencies. The Liaison Officer's role is to provide that communication and coordination to insure there is no duplication of effort and all available resources are used to the fullest capabilities.

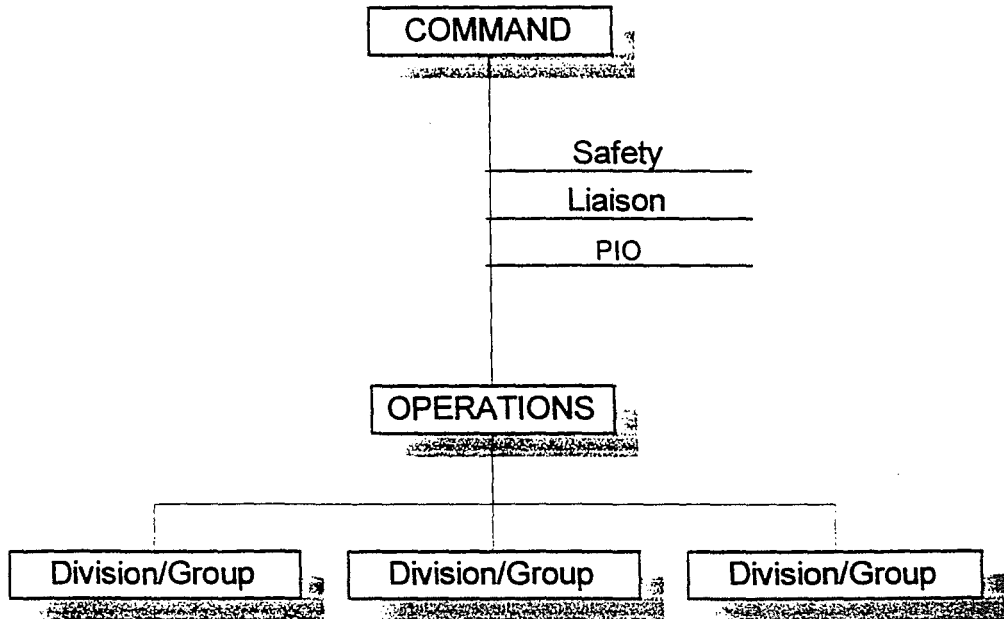
The **INFORMATION OFFICER (PIO)** is responsible for formulation and release of incident information to the media and other appropriate agencies. The Information Officer can satisfy the media's need for information while allowing the IC to concentrate on managing the incident. If available, Command staff radio communication should be on a separate radio frequency than tactical operations.

OPERATIONS

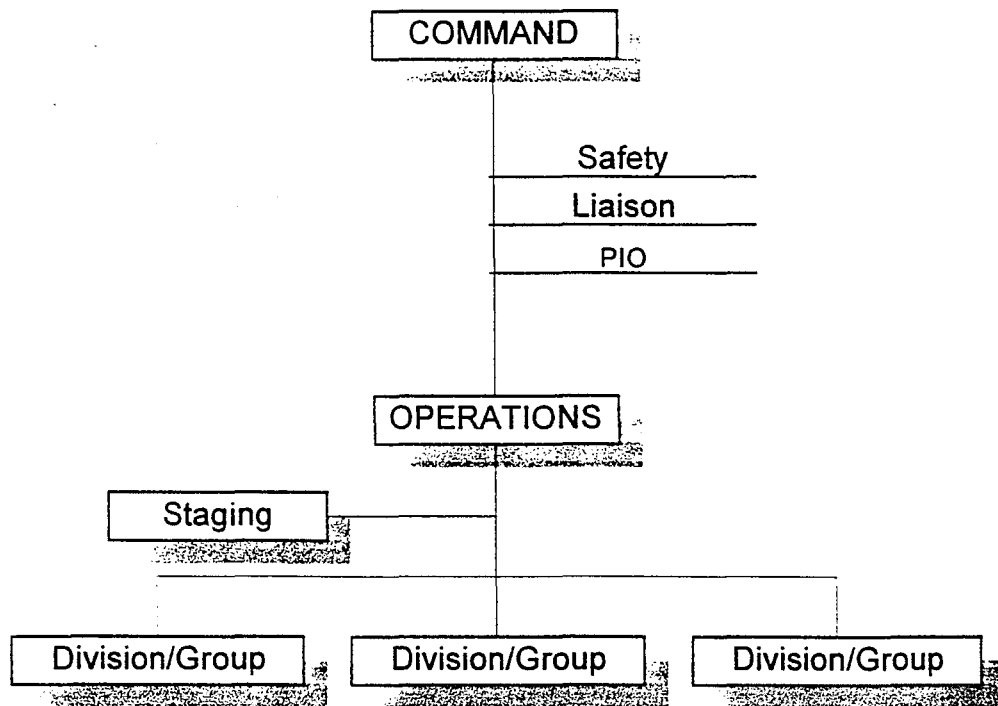
OPERATIONS is the functional area responsible for all the tactical operations carried out to meet the goals and objectives established by the IC.



If the IC is the overall commander, the Operations Chief can be considered the field commander directing the troops in their efforts to accomplish the IC's plan. The Operations Chief's role is to command and coordinate the efforts of divisions or groups to meet the goals established by the IC.



DIVISIONS are made up of resources that operate in a defined area and are usually designated numerically or geographically (i.e., Division 3, Division North, etc.). **GROUPS** are functional divisions that are responsible for a specific function and are designated by their function (i.e., Ventilation Group, Search & Rescue "Search Group", etc.). At most incidents, companies or attack teams are assigned to a group or division in numbers that allow for meeting the objectives while still maintaining span of control by the division or group supervisor. At larger incidents where significant resources are available, task forces or strike teams consisting of several companies or resources can be assigned to a division or group. If the number of divisions or groups exceeds the Operations Chief's span of control, **BRANCHES** can be established. A manageable number of divisions or groups can be assigned to each branch, allowing the Operations Chief to regain span of control. Another part of Operations is **Staging**. Staging is under the control of the Operations Chief and is where unassigned resources report.



The following are examples of how Divisions and Groups may be established:

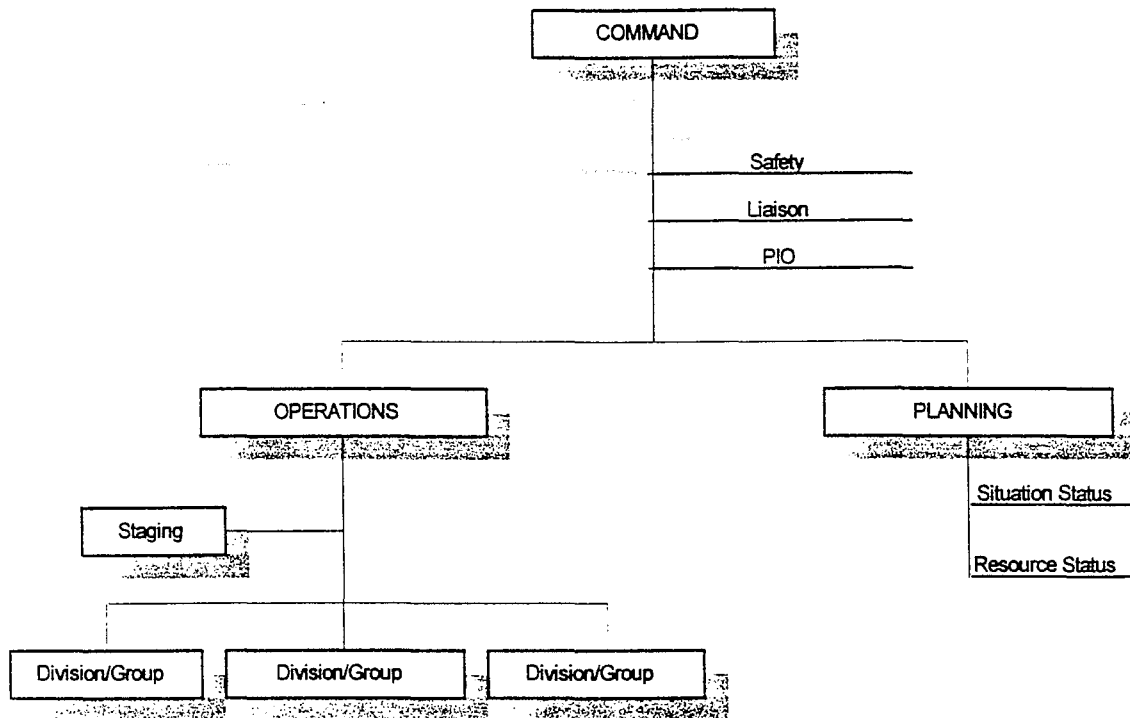
The **STAGING AREA** is located close to the incident, yet far enough away so as not to interfere with emergency operations. Rather than incoming units calling for assignments prior to arrival, such units report to the Staging Area to await assignment until they are needed. This reduces the amount of "freelance firefighting" or companies being given an assignment just to get them off the radio. By being in the Staging Area, waiting units are ready for immediate assignment in the event:

1. A modification of the action plan be necessary.
2. Additional resources are needed in areas where the objectives are not being met.
3. New objectives are established by the IC require additional resources.
4. There be a need to provide relief for crews already engaged.

The **BASE AREA** is established when the incident size, complexity, or location requires more than one site for assembling resources and providing relief for personnel. On incidents such as a high-rise fire, large structure fire, or a haz/mat incident, an assembly area may need to be established.

PLANNING

The next functional area is **PLANNING**. **PLANNING** is responsible for the gathering and assimilation of information in two primary areas: Situation Status and Resource Status.



SITUATION STATUS is the gathering of information regarding the incident itself. The Plans Chief should gather as much information as possible on what has happened at the incident, the effectiveness of current operations in dealing with the emergency, and a forecast as to the probable or possible spread of the incident.

RESOURCE STATUS is the gathering of information on the resources currently at the incident, how they are deployed, and how effectively they are being utilized. In addition, a projection of any additional resources needs to be made.

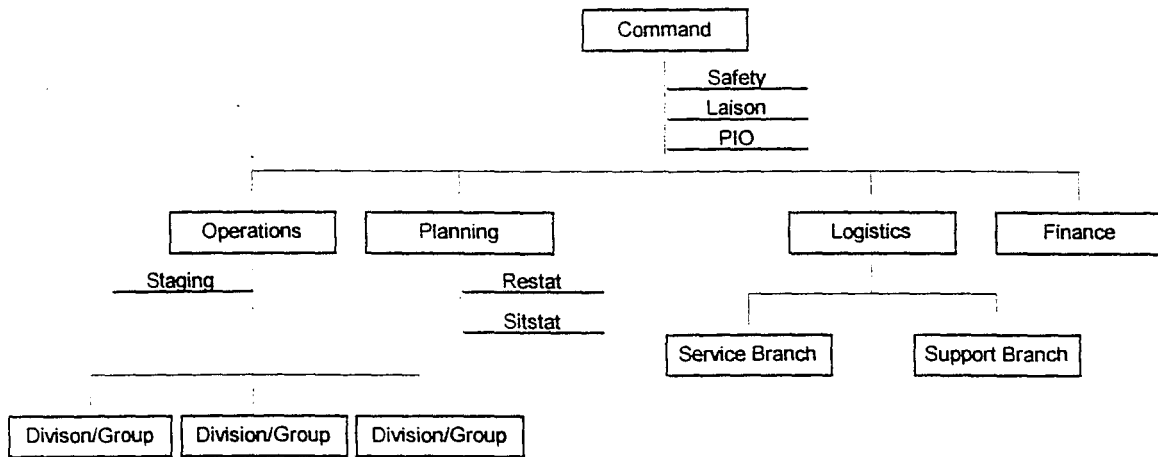
Based on evaluation of the Situation Status and Resource Status, the Plans Chief is able to make recommendations to the IC concerning modifications to the action plan. The need for additional resources as well as consideration to release current on scene resources are further areas of evaluation.

LOGISTICS

Logistics is the next functional area. **LOGISTICS** is responsible for providing the facilities, services, and supplies to support the incident. Logistics is broken down into two major areas of responsibility:

The **SERVICE BRANCH** is responsible for incident communications, providing medical aid for emergency personnel, and for feeding the personnel at the incident.

The **SUPPORT BRANCH** is responsible for ordering and storing all supplies, providing any facilities or shelter needed, and for ground support such as fuel or maintenance.



FINANCE/ADMINISTRATION

The fourth functional area under command is that of **FINANCE**. **FINANCE/ADMINISTRATION** is responsible for all financial aspects of the incident. The Finance Chief oversees personnel costs, costs to contractors or vendors, claims due to injuries, and monitoring the legalities with regard to finance.

SUMMARY

At first glance, NIIMS can appear to be somewhat complex and overpowering. To help simplify the system, we can look at NIIMS in two ways. First, if you look at the NIIMS organizational chart as a job description, the IC is responsible for filling any and all of the jobs needing to be done at an incident until those jobs can be delegated to others. This gives the IC some incentive to know and understand the system so that an effective job of delegation can be done to allow the IC to maintain span of control.

Secondly, we can look at NIIMS as a toolbox filled with tools.

THE NIIMS TOOLBOX

Each tool represents a resource the IC has available should the need arise. The IC needs only to select the right tool to do the job most effectively. When you do a tune-up on your car, you don't need every tool you own. Only those necessary to get the job done properly are needed. The tools you don't need remain in the tool box until you do a job where they are needed. The same is true of the NIIMS organization. You only need to fill those positions which will help you get the job done in a manner that maximizes the effectiveness of available resources and protects the safety of personnel.

How NIIMS is implemented can be affected by the knowledge and abilities of the Incident Commander, the resources available, or both. If the IC is experienced and confident in his/her ability to manage the incident, their span of control may be broader than a less experienced officer. An example might be a haz/mat incident in which the IC has a limited background in dealing with incidents of this type, while another officer at the scene has extensive training in the control of hazardous materials. In this case, the IC may wish to appoint the officer with the greater training as Operations Chief to handle the tactics needed to control the incident. If, however, the IC is comfortable dealing with a haz/mat situation, the position of Operations Chief may never be filled.

If the IC has limited resources available, the ability to fill positions within the NIIMS structure is restricted. The greater the number of resources the IC has to manage, the greater the opportunity the IC has to delegate positions. Using the same haz/mat example, an IC with limited resources may only be able to appoint a Haz/Mat Group Supervisor to deal with control, containment, and decontamination. Given greater resources, the IC might appoint a supervisor for a Control Group, one for the Containment Group, and another for the Decontamination Group.

A trap some IC's fall into is that of trying to fill slots within the NIIMS structure while the building burns down. This can be caused either because the IC is so busy creating subordinate positions that no one is left to fight the fire, or because the IC is so busy managing the command structure that nobody is managing the incident.

Fires are not easily impressed by organizational charts, but are most often impacted by firefighters working in a well-coordinated attack. The National Interagency Incident Management System is a management tool which allows the IC to better manage and coordinate the efforts of those firefighters and the other available resources. Positions within NIIMS should only be filled when they will assist the IC in meeting the incident goals and objectives, and not filled just to build a better organizational chart.

The benefits of using NIIMS to apply sound management principles are many:

- Ø It works at any type of emergency no matter how large, small, or complex;
- Ø It provides for unity of command-one person in charge with clear line of authority, responsibility and accountability;
- Ø Clear lines of communication are established;
- Ø Freelance firefighting is eliminated or minimized;
- Ø Incidents involving multiple agencies or jurisdictions can be dealt with through improved coordination and communications provided by a common incident management system;
- Ø The system can be expanded in a modular fashion as the incident expands or as additional resources become available;
- Ø More effective use of resources;
- Ø Personnel safety can be enhanced.

THE COMMAND PROCESS

PURPOSE

Clackamas Fire District #1 responds to a wide range of emergency incidents. In order to effectively manage our resources and provide for the safety of our firefighters, we will utilize the National Interagency Incident Management System at the scene of an emergency.

THE COMMAND PROCESS IS DESIGNED TO:

- Ø Fix the responsibility for command on a certain individual through a standard identification system depending on the arrival sequence of members, companies, and command officer(s).
- Ø Insure that a strong, direct, and visible command will be established from arrival of fire department units.
- Ø Establish an effective incident organization outlining the activities and responsibilities assigned to command.

- Ø Provide a system to process information for incident management planning and decision making.
- Ø Provide a system for the orderly transfer of command to subsequent arriving officers, when necessary.

RESPONSIBILITIES OF COMMAND

The Incident Commander is responsible for the completion of the tactical priorities. The tactical priorities are:

1. Remove endangered occupants and treat the injured.
2. Stabilize the incident and provide for life safety.
3. Conserve property.
4. Provide for the safety, accountability, and welfare of personnel. This priority is ongoing throughout the incident.

Our incident management system is used to facilitate the completion of the tactical priorities. The Incident Commander is the person who drives the command system towards that end. The Incident Commander is responsible for building a command structure that matches the organizational needs toward completing the tactical priorities for an incident. The blueprint the Incident Commander uses to accomplish this are the Functions of Command.

FUNCTIONS OF COMMAND

The Functions of Command Include:

1. Assume and announce command and establish an effective operating position (command post).
2. Rapidly evaluate the situation (size up).
3. Initiate, maintain, and control the communications process.
4. Identify the overall strategy, develop an incident management plan, and assign companies and personnel consistent with plans and procedures.
5. Develop an effective incident management organization.
6. Provide for the safety of human beings, especially your firefighters.

7. Provide the appropriate level of command within the framework of standard operating guidelines.
8. Coordinate the transfer of command as needed.
9. Request and assign additional resources as needed.

Command is responsible for all of these functions. As command is transferred, so are the functions. The first six (6) functions must be addressed immediately from the initial assumption of command, and should be done on every incident.

ESTABLISHING COMMAND

The first arriving fire department unit initiates the command process by giving an initial radio report and assuming command or designating another unit the function of command. The initial Incident Commander shall remain in command until command is transferred or the incident is stabilized.

Single company responses that are not going to escalate beyond the commitment of the company does not require a formal assumption of command. Examples are:

- Ø Automatic Alarms
- Ø Service Calls
- Ø An EMS call requiring one company without extrication

Radio Designation:

The radio designation "command" will be used along with the geographical location of the incident (i.e. "Golf Command", "Sears Command"). This designation will not change through the duration of the incident. The designation of Command will remain with the officer currently in command of the incident throughout the event.

COMMAND OPTIONS

At most incidents the Incident Commander will be a Company Officer. The following command options define the company Officer's involvement in the incident and the complexity of command to be utilized.

NOTHING SHOWING: These situations generally require investigation by the initial arriving company while other units remain in staging. The officer should go with the company to investigate while utilizing a portable radio to command the incident.

FAST ATTACK: Situations that require immediate action to stabilize and require the Company Officer's direct involvement and supervision. Passing command should be strongly considered. Examples of these situations include:

- * Offensive fire attacks (especially in marginal situations)
- * Life safety (i.e. critical rescue) must be achieved in a compressed time
- * Any incident where the safety and welfare of firefighters is a major concern
- * Obvious working incidents that require further investigation by the Company Officer

The Company Officer assuming command has a choice of personal involvement in the stabilization of the incident, but may continue to be fully responsible for the command functions depending upon availability of the Battalion Chief or other resources. The initiative and judgement of the Officer are of great importance. The options identified are not strict rules, but general guidelines to assist the Officer in planning appropriate actions.

COMMAND: Certain incidents require a strong command from the onset, by virtue of their size, complexity, or potential for rapid expansion. In such cases, the officer will initially assume an exterior, safe, and effective command position and maintain that position until command is transferred to another officer or Chief Officer. If the Company Officer assumes a command mode, the following options are available with regards to transfer of command.

Transfer of Command

Command is transferred to improve the quality of the command organization. The following guidelines outline the transfer of command:

1. The first arriving fire department member will automatically assume command. This will normally be a Company Officer, but could be any fire department member up to and including the Fire Chief.
2. The second arriving Command Officer should report to the Command Post, to assume a designated position as directed by the IC.
3. Within the chain of command, the actual transfer of command will be accomplished as follows:

- a. Officer assuming command will communicate with the person being relieved by radio, or face-to-face (preferred) when appropriate.
- b. The person being relieved will brief the officer assuming command indicating at least the following:
 - 1) **General situation status:**
 - a) Incident conditions (fire location and extent, Haz Mat spill or release, number of patients, etc.).
 - b) Incident management plan.
 - c) Completion of the tactical priorities.
 - d) Safety considerations.
 - 2) **Deployment and assignments of operating companies and personnel.**
 - 3) **Appraisals of need for additional resources.**
- c. The person being relieved of command should review the tactical worksheet if one has been completed, or verbally provide an overview to the commander as to units deployed, and overall incident objectives. This will provide the most effective framework for command transfer as it outlines the location and status of personnel and resources in a standard format that should be well known to all members.

The arrival of a ranking officer on the incident scene does not mean that command has to or must be transferred to that officer.

The person being relieved of command will be utilized to the best advantage by the officer assuming command.

In cases where an individual is effectively commanding an incident, and is completely aware of the position and function of operating companies and the general status of the situation, and progress is being made to bring the incident under control, it may be desirable for that person to continue in an active command role. In these cases, the arriving ranking officer may assume a supportive role in the overall command function, i.e. senior advisor.

The Senior Advisor will normally be the Deputy Chief or other Chief Officer. The Incident Commander would focus on the completion of tactical objectives and priorities, the strategic and tactical plan, and other components of the incident. The Senior Advisor's focus is looking at the entire incident and its impact from a broader perspective, providing direction, guidance, and general advice to Command. The ranking officer will ultimately be responsible for incident management by virtue of being involved in the command process.

Roles and Responsibilities of the Senior Advisor:

- Review and evaluate the incident plan and initiate any needed changes.
- Provide ongoing review of overall incident (THE BIG PICTURE).
- Review the organizational structure, initiate change or expansion to meet incident needs.
- Initiate Section and Branch functions as necessary.
- Provide a liaison with other agencies and officials, property owners, and/or tenants.
- Other duties as necessary.

In order to maintain continuity and overall effectiveness, the Senior Advisor must be in the Command Post, with ready access to the Incident Commander.

HELPFUL HINTS

Chief Officers (BC's or higher) will generally operate in the command mode unless given an assignment by Command. As the incident escalates, the Incident Commander should use Chief Officers to strengthen command and fill needed support functions (i.e., safety, planning, division, branch).

When the first arriving unit is a Chief Officer, efforts should be automatically directed towards establishing a command post and fulfilling the command functions. A command post in a vehicle equipped for this purpose is a priority at all working incidents. The location of command in a vehicle which provides appropriate work space for the Incident Commander and his/her staff, lighting, communications equipment, supplies, reference items, and limited isolation from distractions will make command more effective. Command should position themselves to isolate and insulate the command post from distractions.

Company and Chief Officers should eliminate all unnecessary radio traffic while responding unless such communications are required to insure that command functions are initiated and completed. This requires the initial incident commander to give a clear on-the-scene report and continue to give updated progress reports as needed.

SCENE MANAGEMENT INCLUDES:

ON-SCENE REPORT

WHAT DO I HAVE?

***Residential**

- One-story
- Two-story
- Mobile home
- Garage

***Commercial**

- Common Attic
- Warehouse
- Office
- Center Hall

***SIZE OF STRUCTURE**

***TYPE OF CONSTRUCTION**

***AMOUNT AND COLOR OF
SMOKE AND FLAME**

***EVACUATION OR RESCUE NEEDS**

WHAT AM I DOING?

***INTERIOR OR EXTERIOR ATTACK**

- Size of Lines
- From What access Point In
(e.g., Front Door)

***SEARCH AND RESCUE**

***VENTILATION**

***PROTECTING EXPOSURES**

***LAYING OWN SUPPLY LINES**

***MEETING INFORMANT**

WHAT DO I NEED?

***SUPPLY LINE**

***BACK-UP LINE**

***PRIMARY/SECONDARY SEARCH**

***VENTILATION**

***FORCIBLE ENTRY**

***BUILDING LADDERED**

***UTILITIES**

WHO IS IN COMMAND?

***IT IS IMPERATIVE THAT AN INCIDENT COMMANDER BE DESIGNATED**

- Relay who is IC to all responding units
- When possible, pass command when making an interior attack

INCIDENT SIZE-UP SHOULD ADDRESS:

- *LIFE SAFETY**
- *INCIDENT STABILIZATION**
- *PROPERTY CONSERVATION**

RESCUE

- *Occupancy Type and Use
- *Number of Possible Occupants
- *Time of Day/Week
- *Primary and Secondary Search
- *Specialized Rescue
- *Evaluate Body Recovery vs. Rescue Potential

EVACUATION:

- *Exposures
- *Downhill/Downwind in the Event of a Haz Mat Incident
- *Police Department Assistance

VENTILATION:

- *Vertical
- *Horizontal
- *Positive Pressure vs. Natural
- *Location and Size of Roof Cuts
- *Wind Direction
- *Building Configurations
- *HVAC Assessment
- *Timely and Coordinated with Fire Attack

ATTACK:

- *Personally View as Many Sides of the Building as Possible
- *Exposure and Secondary Search
- *Primary and Secondary Search
 - Timely
 - Adequate Resource Assigned
 - Completion of Search Relayed to IC
- *Apparatus Spotted Appropriately
 - Don't Block Other Units
 - Have a Way Out
 - Don't Gang Up at the Front Door
- *Fire Attack

- Attack from the Unburned Interior Side
- Back Up Line in Place
- GPM vs BTUs
- Correct Size and Arrangement of Lines
- Protect Interior Access and Escape Routes
- Protect Search Crews
- Write Off Property Already Lost
- Confine Fire
- Check for Extension
- Coordinate with Proper Ventilation

***Water Supply**

- Adequate Volume Available
- Adequate Personnel and Equipment Available
- Large Diameter Supply Lines
- Relay Pumping
- Drafting
- Tender Shuttle

SALVAGE:

- *Salvage Assessment
- *Save the Irreplaceable High Ticket Items
- *Remove
- *Cover
- *Ventilate

UTILIZATION OF BUILT-IN SYSTEMS:

- *STANDPIPES
- *SPRINKLERS
- *COMMUNICATION AND CONTROL SYSTEMS
- *HVAC
- *ELEVATORS

UTILITIES:

- *ELECTRICAL SHUT OFF
- *GAS SHUT OFF
- *APPROPRIATE UTILITY COMPANY NOTIFIED

SAFETY:

- *RECOGNITION OF HAZARDS
 - Collapse
 - Explosion
 - Backdraft
 - Flashover

- Hazardous Materials
- Overhead Electrical Lines
- *SAFETY OFFICER
- *NO FREELANCE CREWS
- *COORDINATED USE OF INTERIOR/EXTERIOR LINES
- *BUDDY SYSTEM (NO SPLITTING OF WORKING TEAMS)
- *CORRECT USE OF "EMERGENCY TRAFFIC"

SCENE MANAGEMENT:

***COMMUNICATIONS:**

- Clear
- Concise
- Use Proper Frequencies
- Set Confirmation for Directives Given (e.g., "E-22 Copies, Lay in a Supply Line")

***USE ELEMENTS OF THE INCIDENT COMMAND SYSTEM:**

- Appropriately
- Use Only What You Actually Need -Maintain a Reasonable Span of Control
- Anticipate Need for Additional Equipment, Personnel
- Plan Ahead; Have a Plan "B"
- Change Plan as Conditions Change
- Do Not Keep Personnel in Untenable Conditions
- Evaluate Need for Specialized Equipment, Supplies, and Technical Advice
- Maximize Use of Personnel and Equipment

V. FIREGROUND ACCOUNTABILITY

This procedure identifies a system of incident site firefighter accountability. The purpose is to account for all firefighters, at any given time, within a small geographic area, within the "hazard zone" of an incident. Use of the system will provide enhanced personal safety for the individual firefighter, and will provide the Incident Management staff an improved means to track and account for all personnel working in the hazard zone.

The hazard zone will be defined as any area that requires an SCBA or in which a firefighter is at risk of becoming lost, trapped, or injured by the environment or structure. This would include entering a structure reported to be on fire, operating in close proximity to the structure during exterior fire suppression operations, confined space or trench rescue, etc.

A. ACCOUNTABILITY

Accountability involves a personal commitment to work within the safety system at an incident.

Command will always maintain an accurate tracking and awareness of where resources are committed at an incident.

Command will always be responsible for including accountability as a major element in strategy and attack planning, and must consider and react to any barriers to effective accountability.

Division/Group Officers will always maintain an accurate tracking and awareness of crews assigned to them. This will require the Officers to be in his/her assigned area and maintaining close supervision of crews assigned to them.

All crews will utilize the National Interagency Incident Management system (no free-lancing) and the PASSPORT accountability system.

Crews arriving on the scene should remain intact whenever possible. A minimum crew size will be considered two members with a radio for at least one member of the crew.

Individual crews will enter together, work together, and exit together.

If a radio fails while in the hazard zone, the crew will exit unless there is another working radio with the crew.

B. PASSPORTS

PASSPORTS involve a plastic card with the crew members names affixed that are turned into a fireground manager directly responsible for PASSPORT accountability. This manager may be the Incident Commander, Division Officer, Group Officer, or a designated Accountability Officer depending on the nature, type, and complexity of the incident.

PASSPORT Equipment: See SOG 201.2

Company Identification - Helmet Shield

Each firefighter and their Company Officer are responsible to ensure that each member of his company has a helmet shield (designating the appropriate apparatus assignment) attached to their helmet. The shields

are to be placed in the appropriate helmet location immediately after shift change and whenever the individual is assigned to an apparatus. Each individual and their Company Officer are responsible to insure that their member's helmet designation reflects their current apparatus assignment.

C. TACTICAL BENCHMARKS

Several accountability benchmarks are included in tactical operations. The Personnel Accountability Report (PAR) involves a roll call of personnel assigned. For the Company Officer, a PAR is a confirmation that members assigned to his/her crew are visually accounted for. For the Division Officer, a PAR is an accounting for all crew members of all companies assigned to his/her area. Reports of PAR should be conducted face-to-face within the company or within the area whenever possible.

Example:

"Command from Engine 25, I have a PAR." (all members accounted for).

A personnel accountability report will be initiated by Command for the following situations:

- * Any report of a missing or trapped firefighter.
- * Any change from offensive to defensive.
- * Any sudden hazardous event at the incident - flash over, backdraft, collapse, etc.
- * At a report of fire under control.

D. RULES OF THUMB

PASSPORT implementation should consider the following basic rules of thumb:

PASSPORTS never enter the hazard zone, unless you are the initially arriving company.

PASSPORTS must be maintained initially at the exterior command post or at the point of entry to the hazard zone (for more complex operations).

Crews must turn in their PASSPORTS before entering the hazard zone and must retrieve their PASSPORTS upon exiting from the hazard zone.

Crews exiting at a different location (than their original point of entry) must immediately notify their Division Officer and/or Command of their location and must retrieve their PASSPORTS.

Upon release of the scene, all Company Officers will insure that their PASSPORTS are retrieved and are accurate.

E. PASSPORT IMPLEMENTATION/TERMINATION

Implementation of the PASSPORT system will occur at any incident that requires an "assumption of command". Once implemented, PASSPORT accountability will be maintained throughout the incident. Upon termination of command, use of the PASSPORT accountability system will also be terminated.

F. MULTI-STORY/HIGHRISE

Multi-story or highrise incidents present only a minor modification in the standard approach to PASSPORT accountability. See SOG 203.1 for further information.

Once a Lobby Control is established, all crews reporting to the building will show their PASSPORTS to the Lobby Control Officer.

Lobby Control will be responsible for logging the PASSPORTS of the initial companies as soon as possible (may use incoming crews reporting to the building to collect PASSPORTS from the Incident Commander or from the apparatus of the initial crews).

G. RAPID INTERVENTION TEAM (RIT)

As the incident escalates, and/or crews are operating at any hazard (i.e., confined space rescue/major fire), Command will assign a Rapid Intervention Team (RIT). This crew will serve as stand-by rescue teams during all hazardous operations. See SOG 202.3.

H. LOST/MISSING FIREFIGHTER

An absent member of any crew will automatically be assumed lost or trapped in the hazard zone until otherwise determined safe. Company Officers must immediately report any absent members to Division/Group Officers or Command. For any reports of missing firefighters, Command should consider a request for the next greater assignment or alarm (i.e., a second alarm goes to a third alarm).

Command must initiate an immediate roll call (PAR) of all companies assigned to duty in the hazard zone. Command may also send the Rapid Intervention Team (RIT) to begin a search. Simultaneously with these actions, Command must adjust scene strategies to include a search and rescue effort.

I. SUMMARY OF ACCOUNTABILITY RESPONSIBILITIES

Accountability will work only with a strong personal commitment to the safety system. This commitment involves the following responsibilities:

FIREFIGHTER - Responsible for staying with his/her crew, along with ensuring that their name tag is on the PASSPORT and their helmet has the correct helmet shield.

COMPANY OFFICER - Responsible for keeping his/her crew intact, along with maintaining accurate PASSPORTS and Helmet shields for their crews. Responsible for turning in the PASSPORT to the appropriate Accountability Officer.

INITIAL INCIDENT COMMANDER w/ Exterior COMMAND POST - The initial Accountability Officer. The Incident Commander must collect PASSPORTS from on scene apparatus and collect PASSPORTS from companies as they move into the hazard zone.

DIVISION OFFICER - Responsible for accounting for all crews in their assigned area, maintaining an awareness of their exact location, and maintaining accurate PASSPORTS of those crews in the hazard zone.

In those situations where the Division Officer must enter the hazard zone, the PASSPORTS will continue to be managed by the Incident Commander.

COMMAND - Has overall responsibility to insure the accountability system is in place. Must advise late assigned crews of which location is serving as the accountability location for PASSPORTS, or which Division or Accountability Officer will be accepting PASSPORTS at their point of entry.

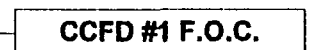
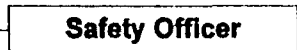
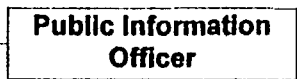
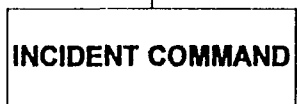
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EMERGENCY OPERATIONS CENTER

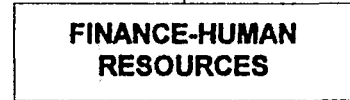
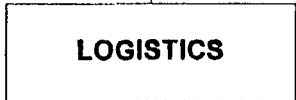
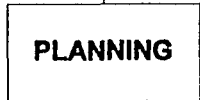
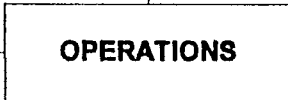
Emergency
Operations
Center



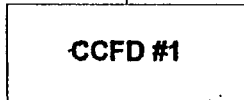
Command Post



Police Department
Fire District
Maintenance Services
Ambulance



Law Enforcement
Traffic Control
Security
Evacuation
Crowd Control
Damage Assessment



Hazardous Materials
Fire
Emergency Medical
Rescue Extrication
Diving Operations
Structural Collapse

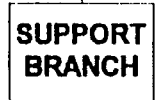


Street Cleaning
Water System Repair
Service system repair
Emergency Power
Specialized Equipment
Traffic Control Barriers

Resources
Situation
Documentation
Demobilization
Technical Specialist



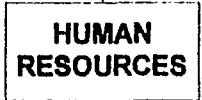
Communications
Food
Red Cross
Emergency Housing
Special Needs & Displaced
Persons



Supplies
Facilities
Ground Support
Private Companies
Utilities
Transportation



Time Keeper
Injury Claims
Major Purchases
Conformation to
State Finance Laws



Recruiting
Temporary Help
Coordinating
Personnel Needs
With Other
Sections Manpower
Pools

Emergency Program Manager (City Manager)

CHECKLIST FOR ALL DISASTERS

Started/Completed

Notes

NOTE: Also refer to the specific Emergency Program Manager checklists for earthquakes and war.

(There is no set order to these checklist items).

Before an Emergency

- Prepare disaster preparedness proposals now, so that you can place them on the City Commission agenda as soon as possible after the emergency (while interest is still high).

During an Emergency - warning phase

- Place Emergency Operations Center staff on standby.
- Place the City Council members on standby.
- Place Department Heads on standby.
- If required, activate the Emergency Operations Center.

During an Emergency - impact phase

- Identify yourself by putting on the vest with your title.
- Notify the City Council
- Read this entire checklist.
- Maintain a Unit Event Log.
- Appoint an Incident Commander
- Meet with I.C. and Section Chiefs for Incident Action Plan

**Emergency Program Manager
(City Manager)**

CHECKLIST FOR ALL DISASTERS, cont'd

Started/Completed

Notes

- Meet with Public Information Officer for dissemination of Instructions as recommended by the Incident Commander.
- Ensure that all essential emergency services are activated.
- Ensure that State Office of Emergency Management is notified of incident.
- If required, declare a LOCAL EMERGENCY.
- If required, ask that the Governor proclaim a STATE OF EMERGENCY.
- If required, ask that the Governor request the President proclaim a FEDERAL DECLARATION.
- Have Section Chiefs establish contact with appropriate state agency coordinators and representatives from affected jurisdictions.
- Report situation (including any areas evacuated) and support requirements to the Office of Emergency Services Mutual Aid Region Office.
- Request assistance from the Office of Emergency Services Mutual Aid Region Office as required.
- Determine if other jurisdictions need help. (Do not dispatch mutual aid until it is determined that there is no substantial threat to people in your jurisdiction).

After an Emergency

- Release personnel from Emergency Operations Center when crisis diminishes sufficiently.
- Re-check this checklist.
- Make sure that staff and volunteers receive de-briefing and counseling as needed.

Emergency Program Manager
(City Manager)
CHECKLIST FOR ALL DISASTERS, cont'd

Started/Completed

Notes

- Have unsightly debris cleaned up as soon as possible.
- Have staff go door to door in the hardest hit areas to check with residents who may have been affected by the emergency.
- When appropriate, issue a Proclamation of Termination of Local Emergency.
- Appoint someone to follow through with hazard mitigation.

**Emergency Program Manager
(City Manager)**

CHECKLIST FOR ALL DISASTERS cont'd

Started/Completed

Notes

- As soon as possible, while interest in emergency preparedness is still high:
 - Place emergency preparedness and hazard mitigation proposals on the Board agenda.
 - Hold a critique of the emergency response effort.
 - Have someone follow through with public education programs.
 - Have someone recruit volunteers for longer term preparedness projects.
 - Have departments review standard operating procedures.
 - Hold a critique of the emergency recovery effort.
 - Review this plan.

- Assemble and check financial records; forward to Finance.

**Emergency Program Manager
(City Manager)
CHECKLIST FOR WAR**

Started/Completed

Notes

Note: Use this checklist as a supplement to the basic County Executive "checklist for all disasters".

Increased readiness operations: early crisis

- Monitor crisis developments and keep key officials informed.
- Review and, if necessary, update the following:
 - War emergency plans and related procedures.
 - Mutual aid agreements with other jurisdictions, state agencies, and private organizations.
 - Enabling legislation and local ordinances.
- If evacuation appears imminent, review and update plans for:
 - Coordinating operations of emergency organizations.
 - Augmenting lifeline services in evacuation areas.

Increased readiness operations: worsening crisis

- Accelerate all readiness actions.
- Establish controls over the allocation, distribution, and use of available resources.
- Fully staff Emergency Operations Centers and radiological monitoring stations.
- As necessary, improve the protection of the Emergency Operations Center or relocate to a protected facility.
- Take actions to protect institutionalized persons.

Attack operations

In reception areas, devote all available resources to improving the capacity and protection of public and private shelters.

BOARD AND COMMISSION INTERVIEW SCHEDULE

REVISED

NOVEMBER 1, 1999
CITY HALL CONFERENCE ROOM
10722 SE MAIN STREET

<u>Time</u>	<u>Name</u>	<u>Interest</u>
6:45 p.m.	David Aschenbrenner	Budget Committee
7:00 p.m.	Shannon Scott	Library Board
7:15 p.m.	Brian Newman	Budget Committee
7:30 p.m.	Peter Koonce	Budget Committee

<i>Name/Position/Terms</i>	<i>Address</i>	<i>Phone/Fax/E-mail</i>
BUDGET COMMITTEE (BC)		
VACANT Budget Committee Member (#1, appt. N/A, exp. 3/99) [~]		
Natalina Carbone Budget Committee Member (#2, appt. 3/18/97 & LB 8/13/96, exp. 3/00)	4441 SE Brae Milwaukie OR 97222	h) 786-9725 NatalinaC@transport.com
VACANT Budget Committee Member (#3, exp. 3/01)		
Arlene Marie Ebner Budget Committee Member (#4, appt. 10/21/97, exp. 3/00)	2845 SE Monroe Milwaukie OR 97222	h/w) 794-0811
Allen Cumings Budget Committee Secretary (#5, appt. 4/7/98, exp. 3/01)	5156 SE King Rd Milwaukie OR 97222	w) 653-7256
Dan Bartlett Staff Liaison to Budget Committee		786-7501 fax) 652-4433

<i>Name/Position/Terms</i>	<i>Address</i>	<i>Phone/Fax/E-mail</i>
LIBRARY BOARD (LB)		
Pat Healy Library Board Member (#1, appt. 5/4/99, exp. 3/03)	8831 SE 41st Milwaukie OR 97222	h) 654-6176 w) 653-3674
Kim Wilber Library Board Member (#2, appt. 9/15/92 & 8/13/96, exp. 3/00)	11010 SE 54th Pl Milwaukie OR 97222	h) 659-8034
Ed Zumwalt Library Board Member (#3, appt. 5/5/98, exp. 3/02)	10888 SE 29th Milwaukie OR 97222	654-2493
Anna O'Guinn Library Board Vice Chair (#4, appt. 5/4/99, exp. 3/03)	11930 SE 36th Milwaukie OR 97222	h) 226-5917 w) 654-8485
Susan Trotter Library Board Chair (#5, appt. 7/7/98, exp. 3/01)	12102 SE 36th Milwaukie OR 97222	h) 659-5678 fax) 794-9215 dstrotter@worldnet.att.net
VACANT Library Board Member (#6, appt. N/A, exp. 3/02)		
VACANT Library Board Member (#7, appt. N/A, exp. 3/00)		
Cynthia Sturgis Staff Liaison to Library Board	10660 SE 21st Milwaukie OR 97222	w) 786-7584 fax) 659-9497 cynthias@lincc.lib.or.us

BOARD AND COMMISSION INTERVIEW SCHEDULE

**NOVEMBER 1, 1999
CITY HALL CONFERENCE ROOM
10722 SE MAIN STREET**

<u>Time</u>	<u>Name</u>	<u>Interest</u>
6:45 p.m.	David Aschenbrenner	Budget Committee
7:00 p.m.	Shannon Scott	Library Board
7:15 p.m.	Brian Newman	Budget Committee

**CITY OF MILWAUKIE
APPOINTED ADVISORY BOARD APPLICATION**

Name: David Aschenbrenner

Date: 10/9/99

Street address: 11505 SE Home Ave
Milwaukie, OR 97222

Business Phone: 731-5534 35

Home Phone: 654-4258

How long have you been a Milwaukie resident? 9 years

Are any members of your household currently serving on a City of Milwaukie Advisory Board or Commission? If so, which one. David Aschenbrenner, Vice Chair TSTB

Are you a registered voter in Milwaukie? Yes

How did you hear about the position? City Manager

Occupation: Video Production Specialist **Employer:** ATT&T Cable Services

Employer's Address: 3075 NE Sandy Blvd. Portland, Or 97232 **Phone:** 731-5535

Please list any prior civic or professional activities.

- Co-Chair Hector Campbell Land Use
- Vice Chair Milwaukie Transportation and Traffic Safety Board
- Hector Campbell PTA

Why have you applied for this position? To provide input to help make Milwaukie a great city. To become involved and help guide the city in meeting its goals and vision. To better understand and provide input on how the city budgets and spends its financial resources. To provide citizen input on the budget process.

What special training, skills, or experience have you had that would be pertinent to this application? I have been involved with the neighborhood association and the traffic and transportation boards as well as attending several community meetings. At present one of my work duties with AT&T is to draft and manage the operational and capital budgets for the video production department of AT&T cable services. I manage the financial matters of my own freelance business. I also assist in managing our household budget.

Board(s) or Commission(s) in which you are interested. Budget

Please complete this form fully so City Council can evaluate your application. Thank you for the extra time and effort. Please return to City Recorder's Office, 3200 SE Harrison, Milwaukie, OR 97222, or fax to 653-2444. If you need additional information, please call 786-7502.

Received at City Hall _____ Information Sent _____
 Interviewed _____ Appointed _____

CITY OF MILWAUKIE
APPOINTED ADVISORY BOARD APPLICATION

WS. 5 3

Name: Shannon L. Scott Date: 6-21-99

Street address: 9845 SE 33rd, Milwaukie - Ore 97222

Business Phone: 777-5442 Home Phone: 659-5696

How long have you been a Milwaukie resident? 23 yrs

Are any members of your household currently serving on a City of Milwaukie Advisory Board or Commission? If so, which one. no

Are you a registered voter in Milwaukie? yes

How did you hear about the position? Pat Healey / Mary King
Book + Thrift

Occupation: Store Manager Employer: St. Vincent de Paul

Employer's Address: 8030 SE Holgate Phone: 777-5442
Portland Ore

Please list any prior civic or professional activities.

Why have you applied for this position? I believe in libraries and
want to work to keep Milwaukie as good
as it is or help make it better.

What special training, skills, or experience have you had that would be pertinent to this application? management skills, organizational
skills + a life long love of libraries

Board(s) or Commission(s) in which you are interested. Library

Please complete this form fully so City Council can evaluate your application. Thank you for the extra time and effort. Please return to City Recorder's Office, 10722 SE Main, Milwaukie, OR 97222. If you need additional information, please call 786-7502.

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Received at City Hall _____
Interviewed _____
Commission _____

Information Sent _____
Appointed _____
Term Expires _____

BRIAN NEWMAN

1561 SE Lava Drive, #86
Milwaukie, Oregon 97222

Home: 503.652.5298
Work: 503.228.9240 x14
Brian@LCAarchitects.com

EDUCATION

Masters of City Planning , University of California, Berkeley
B.A., Willamette University, Salem, Oregon
1993 Harry S. Truman Scholar

PROFESSIONAL EXPERIENCE

Planner/Project Manager, Lennertz Coyle & Associates, Portland, Oregon
Chief of Staff, State Senator Ginny Burdick, Salem, Oregon
Planning Assistant, Portland Office of Transportation, Portland, Oregon
Rural Development Specialist, U.S. Department of Agriculture, Washington, DC
Committee Staff, Oregon Legislative Assembly, Salem, Oregon

COMMUNITY INVOLVEMENT

Lead Organizer, 1999 Walk Our Children to School Day
Board of Directors, Willamette Pedestrian Coalition
Executive Appointment, State Public Employees Awards Commission
Volunteer, Milwaukie Center

Member:

- Willamette Riverkeepers
- North Clackamas Chamber of Commerce
- American Planning Association
- Urban Land Institute