



METRO

Emergency Operations Plan

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Metro

Emergency Operations Plan

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Metro

Emergency Operations Plan

Section A: Narrative

Assumptions

The Metro Emergency Operations Plan provides a broad framework within which Metro management and staff can alter routine organizational relationships and work duties to meet the extraordinary requirements created by an emergency. This plan is intended to create an emergency organization that can ensure effective management of an escalating crisis.

This plan is not intended to exist in a vacuum. It is only one element of the various systems used by Metro departments and facilities for regional governance. The various emergency procedures described in this plan must be tested in order to determine their effectiveness. As a result of lessons learned from emergency exercises, the plan must then be revised to better utilize the skills of Metro personnel during emergency situations. The primary assumption of this plan is that resources to exercise and revise this plan will continue to be allocated.

Other key assumptions include:

- ♦ Emergency plans for most Metro facilities have been completed. Each facility plan describes effective actions that facility staff can take during the response phase of an emergency. Facility management and staff have exercised their plan, and revised it according to lessons learned. During recent orientations to the Metro Emergency Operations Plan with most facility managers, the above assumptions appeared viable. Following acceptance of this plan by the Crisis Management Team, individual facility plans will be updated with the Emergency Telephone Directory (Section E), and appended to this plan as annexes.
- ♦ As it becomes more familiar with this plan, the Crisis Management Team will identify policy issues related to emergency management and recommend action that the Council President may carry to the Metro Council for resolution. Examples of policy questions may include:
 - * When a major earthquake disrupts transportation routes throughout the region, where should employees report? If employees are unable to safely travel to work, what is their pay status?
 - * A key factor in the success of any emergency management process is the ability of decision makers to communicate with one another. Metro management is dependent on the public telephone network for emergency communications. Metro or one of its facilities holds licenses to several radio frequencies and has a significant investment in radio equipment. Can the current systems be used for emergency management communications? Should funds be budgeted to obtain a recommendation for an emergency management communications system?

- * During a major emergency, the Crisis Management Team will need a place from which emergency operations, planning, finance and logistics activities can be managed. Is there an adequate location in the Regional Center? Would a location in the Oregon Convention Center be more appropriate? Should the primary site have at least minimal preparation for use as an EOC (installing telephone jacks, preparing status boards, etc.)? Should an alternate EOC be identified and prepared?

The above represent obvious policy questions that will need to be resolved before or after a major emergency. There may be several additional policy issues that will be identified by members of the Crisis Management Team (CMT). These issues will surface as each CMT member more closely reads the plan and prepares to perform the tasks described in the plan. Other issues will make themselves apparent when the plan is exercised in conjunction with facility emergency plans.

Identification of these challenges and pursuit of their resolution will transform this document from a static emergency plan to a blueprint for development of a viable emergency management organization. In the process, Metro staff will become better prepared to obtain the tools required to serve the public after an emergency.

1.0 Introduction

Emergencies range from minor events to catastrophes. They can happen anytime, anywhere to anyone. Emergencies can be limited to a single site, or impact the entire region.

Emergency management consists of organized action to reduce or control the damage sustained by individuals and facilities from harmful events. Emergency management offers individuals under stress the opportunity to act effectively in response to challenges created by an emergency. This plan is intended as a tool to develop an organizational framework within which Metro managers and staff may coordinate action with local, state, federal and private agencies before, during and after an emergency or disaster.

As the elected regional government for the Portland metropolitan area, Metro has an essential role in the emergency preparedness, response, recovery and mitigation process. Perhaps uniquely in the nation, Metro can assist local, state and federal emergency managers by identifying regional hazards and coordinating the design and production of emergency management programs to reduce or control the risk of those hazards.

Certainly, Metro is responsible for planning and coordinating critical social functions in *response* to a regional disaster, specifically in transportation and solid waste programs.

Metro can also play a central role in the *mitigation, preparedness and recovery* phases of emergency management, and is already doing so through participation and leadership in the Regional Emergency Management Group (REMG) intergovernmental agreement.

By describing an organizational framework for emergency management, Metro has demonstrated a commitment to ensuring that a viable regional government will be available to serve its constituency after a disaster.

But the plan production is just the beginning. An effective emergency management organization can only be developed through the commitment of all Metro personnel — managers and staff — to learn and practice the procedures outlined here. Training on the provisions of the plan and exercises designed to evaluate the plan's effectiveness are essential.

Additionally, facility plans must be reviewed by facility managers and staff to ensure a cohesive planning effort. Facility emergency response plans are the bedrock on which Metro's emergency planning efforts rest.

2.0 Concept of Operations

Types of Emergency

The procedures described in this plan are designed for any emergency at all facilities managed by Metro personnel. Individual facility managers are responsible for creating and maintaining facility plans and procedures to ensure the safety of visitors and Metro personnel working at the facility. The procedures in this plan are intended to ensure a reasonable span of control for managing emergencies of varying severity. Provisions of this plan will ensure that the facility manager has effective communication with the Metro Council President to provide the most positive outcome available from the emergency. The plan also describes the types of actions and decisions that may be required in all phases of the emergency management process — mitigation, preparedness, response and recovery.

For purposes of this plan, there are three levels of emergency:

Level One: A Level One emergency is the most common type of emergency. Examples include a medical emergency requiring response by ambulance, a controlled or readily controllable fire, minor crime incident, etc. A Level One emergency is generally managed by personnel at the affected facility. According to the provisions of this plan, the most likely involvement of Metro executive management is limited to receiving notification from the Risk Manager that an incident has occurred.

Level Two: A Level Two emergency is less common, but occurs on a regular basis. This type of emergency involves more than one Metro facility or represents an emergency with actual or potentially severe consequences to the personnel or mission of a single facility. Examples include severe winter weather requiring the closure of Metro facilities or an adverse action severe enough to require prolonged evacuation of a single facility. At this level, Metro’s “Crisis Management Team” may be activated to provide assistance to the facility manager.

Level Three: A Level Three emergency has a profound impact on the community, including Metro facilities. In addition to activation of facility emergency plans and initiation of business recovery activities, Metro personnel will also provide response and recovery assistance to the public through management of its core functions — transportation, solid waste, land use planning, etc. The most readily apparent example of a Level Three emergency is a major earthquake. At this level, Metro’s emergency management organization is fully activated, perhaps for a period of several weeks. Major earthquakes have an extraordinary potential for damage. The provisions of this plan will serve as the foundation for any additional hazard-specific plan that may be developed to more rigorously consider the departmental and organizational implications of a catastrophic event.

The time periods for the various emergency phases described below are provided for illustration purposes only, and refer to severe or regional emergencies. Level One emergencies will result in some activities that are described in each phase, but require much less intensity (with the exception of the response phase) and require much less time for completion.

Phases of an Emergency

The phases of an emergency include:

1. Response Phase (First Two Hours)

Goal: Save lives. Reduce numbers and severity of injuries. Limit property loss.

Objectives:

1. Notify local first-response authority (police, fire, medical).
 - a. Establish at-scene incident management.
 - b. Act as needed.
2. Activate Emergency Response Team.
 - a. Assess problem.
 - b. Act as needed.
 - c. Notify facility manager.
 - d. Establish command post.
3. Initiate crisis management.
 - a. Notify Crisis Management Team Coordinator.
 - b. Coordinate actions of Emergency Response Team and first-response incident commander.
 - c. Report to command post.

2. Crisis Management Phase (.5 Hour to Termination)

Goals: Continue measures to save lives, reduce injury and limit property damage.
Initiate management of operations to improve business recovery potential.

Objectives:

1. Assess the situation.
 - a. Review actions of ERT and first-responders with facility manager.
 - b. Revise actions as needed.
2. Activate Crisis Management Team.
 - a. Notify and consult with the Council President to ensure longer-term recovery issues are considered.
 - b. Notify and activate Metro managers as appropriate to ensure communication with employees, regulators and constituencies.
 - c. Ensure systems to update situation and resource status are activated.
 - d. Identify additional resource needs and sources.
 - e. Start internal investigation.

- f. Ensure clear lines of communication are established to update Metro personnel, other agencies, the media and the public.
- 3. Initiate business recovery.
 - a. Notify key customers and suppliers.
 - b. Notify banks and other financial institutions.

3. *Business Recovery Phase (Three Days to Several Months)*

Goals: Return Metro facilities and services to pre-incident status.

Assist communities in the region with recovery.

Objectives:

- 1. Reevaluate situation status.
 - a. Review actions for compatibility with stated goals.
 - b. Adjust emergency organization to match action plan.
 - c. Confer with facility management to assess recovery needs.
 - d. Confer with regional service directors to assess recovery needs.
 - e. Confer with support services to assess recovery needs.
- 2. Activate business recovery planning.
 - a. Initiate coordinated action plan among facility, services and support personnel.
 - b. Ensure coordination with management of other jurisdictions on recovery process.
 - c. Re-open or relocate Metro facilities and offices.
 - d. Assist in defining regional recovery priorities.
- 3. Recover
 - a. Ensure coordination with local, state and federal recovery teams.
 - b. Assist in production of regional recovery plan.

Conclusion

The concept of operations described here provides a basic emergency organizational structure that can expand or contract as emergency conditions change. The plan also describes how individuals with responsibility for action during one or more phases of the emergency can coordinate with other Metro staff and managers to work as one team to confront the needs created by the emergency.

Emergencies require that all members of the affected organization maintain a disciplined, clear and mutual channel of communication between those responsible for acting in response to the needs created by the event, and those responsible for providing the tools to for the response and a management plan for recovery.

Metro Disaster Planning:

Concept of Operations

Mitigation/Planning	Incident	Emergency Response	Crisis Management	Business Recovery
Pre-Disaster	Emergency/Disaster	0 - 2 hours	.5 hour - 3 days	3 days - months
<p>Conduct a comprehensive risk assessment and mitigation strategy.</p> <p>Ensure that emergency procedures are in place.</p> <p>Write plan for response, crisis management & recovery phases.</p> <p>Periodically review and update the plan.</p> <p>Ensure planning is coordinated with emergency authorities.</p>	<p><u>Examples</u></p> <p>Fire, Explosion</p> <p>Earthquake, Other Natural Disaster</p> <p>Multi-Casualty Accident</p> <p>Hazardous Material Incident</p> <p>Theft, Vandalism, Bomb Threat</p>	<p>Activate notification procedures.</p> <p>Activate Emergency Response Team(s).</p> <p>Activate evacuation plan(s) as required.</p> <p>Coordinate with emergency response agencies.</p> <p>Activate facility protective measures.</p>	<p>Ensure clear chain of command is established and known.</p> <p>Communicate with employees, customers and the media.</p> <p>Activate the Crisis Management Team.</p> <p>Establish criteria for re-admittance to facilities.</p> <p>Ensure that regional impact is monitored and understood.</p> <p>Develop and implement incident action plans.</p>	<p>Continue leadership and management responsibilities.</p> <p>Avoid burnout of critical staff, equipment and services.</p> <p>Activate alternate facilities as necessary.</p> <p>Obtain alternate vendors as needed.</p> <p>Set up an employee assistance program.</p> <p>Develop and implement recovery action plans.</p>

3.0 Response Phase

There are two types of emergency: (1) Emergencies that are preceded by a warning period, such as severe weather; and (2) Emergencies that are self-notifying, such as earthquake. For the purposes of this section, the time “T” indicates the moment warning is received by Metro staff, or the moment an emergency occurs.

A. T + 0

1. Facility: Emergency Response Team (ERT) Actions

- ♦ Staff takes immediate action to protect themselves, other Metro employees and the public.
 - ♦ Staff takes action as described in the emergency plan of the impacted facility(ies), including dialing 9-1-1 to notify local public safety authority of the incident, notifying facility management that an incident has occurred and activating the facility’s Incident Command Post, if indicated.
 - ♦ Staff notifies the Crisis Management Team (CMT) Coordinator or alternate of the incident and advises him/her of any actions taken by facility staff.
- 3 If incident is an earthquake, after taking action to protect themselves, staff will complete a rapid visual screening of the facility to determine whether there are any obvious structural failings. Based on the results of that screening, staff will either: (1) Evacuate facility as described in facility evacuation plan; or (2) Prepare to respond as requested by the local public safety incident commander arriving at the scene or Metro CMT Coordinator when contacted.

2. Metro: Crisis Management Team (CMT) Coordinator Actions

- ♦ On receiving a call that an emergency has occurred at a Metro facility, the CMT Coordinator will obtain as much information concerning the incident as is available from the reporting facility personnel.
 - ♦ Based on the information obtained, the CMT Coordinator will make an initial assessment of the situation to determine its current and potential severity.
 - ♦ The CMT Coordinator will notify the Council President of the incident and provide initial assessment and any recommended actions that may be indicated. Based on the Council President’s initial guidance, the CMT Coordinator will continue to monitor the event, or report to the Incident Command Post at the affected facility.
- 3 If the incident is an earthquake, the CMT Coordinator will ensure the safety of his/her family. If telephone dial tone is available, the CMT

Coordinator will then survey all Metro facilities by telephone or, if after normal business hours, survey only those facilities with 24-hour occupancy. If no dial tone is available after an earthquake, this emergency plan is activated and all members of the Crisis Management Team will report to their work stations as defined in this plan or in their facility's plan.

B. T + 30 Minutes

1. Facility: ERT Actions

- ♦ Staff continues to take protective actions as required and as described in the facility emergency plan.
- ♦ Staff prepares to assist the arriving local public safety authority (police, fire, emergency medical) who will serve as the Incident Commander.
- ♦ If not already established, the facility Incident Command Post is identified.

2. Metro: CMT Coordinator Actions & Council President Actions

- ♦ Based on the initial assessment or subsequent information, the CMT Coordinator ensures that appropriate action has been initiated by facility staff, and completes the initial notification of the pertinent members of the Crisis Management Team, as agreed to by the Council President.
- ♦ If the situation indicates, the CMT Coordinator will advise CMT members of the location for their assembly. If it is immediately obvious that the incident is severe, or if it appears that the incident will increase in severity, the CMT Coordinator may choose to activate the Metro Emergency Operations Center (EOC). If an EOC is established, CMT members will be notified of its location and EOC staff members will be asked to report.
- ♦ If approved by the Council President, the CMT Coordinator may report to the facility Incident Command Post to assist facility staff in response to the emergency.

3. Local Government: Public Safety Incident Command (IC) Actions

- ♦ The local public safety agency with responsibility for the emergency is the Incident Commander at the scene. The IC may decide to co-locate with facility staff at the pre-designated facility Incident Command Post, or establish his/her own command post. If the latter, Metro facility staff will establish liaison at the public safety command post. All Metro staff will strictly follow directives from the public safety Incident Commander.

C. T + Two Hours

1. Facility: ERT Actions & Facility Management Actions

- ♦ Facility staff continues activities as described in the facility emergency plan, as revised by the CMT Coordinator or the public safety Incident Commander.

2. Metro: Crisis Management Team Actions

- ♦ Based on the information obtained by the CMT Coordinator and CMT members, the Council President will issue the first Metro Action Plan to describe the objectives of Metro personnel during the emergency. In minor emergencies the Action Plan may be oral. If the emergency is severe, the Action Plan should be written.
- ♦ If indicated, the Council President may direct selected members of the CMT to supplement facility staff in the emergency response and to prepare plans for the recovery phase.
- ♦ Based on the severity or projected duration of the emergency, the Council President may issue emergency orders to assist in the response and recovery operations (e.g. emergency purchasing authority guidelines).
- ♦ The Council President will also ensure that the Metro Council is informed of the emergency, provide the Council updated information as available and obtain policy direction from the Council when required.

3. Local Government: IC Actions

- ♦ The local public safety Incident Commander at the scene remains in charge of the emergency response until it is completed.
- ♦ When available, a representative of the facility management or Metro Crisis Management Team will serve as liaison to the public safety incident commander to ensure proper communication between the local authority, Metro personnel and the Council President.

A Special Note on Earthquake Response and Recovery:

The timeline provided above provides guidance for how Level One and Level Two emergencies may unfold. Some emergencies will take longer for appropriate organizational response to be established, but generally the situation will be well assessed and on its way to control within two hours.

Level Three emergencies are not so easily categorized. They are disasters, and as such create conditions that cannot be anticipated. Earthquakes are particularly worrisome in terms of organizational effectiveness for response and recovery.

The timeline described above is unrealistic for response to major earthquakes.

It will likely take 24 hours or more before a cursory assessment of the condition of most Metro facilities can be obtained. In the initial aftermath of a major earthquake, Metro personnel will focus on their individual safety and the safety of their family and neighbors. As personal conditions allow, Metro employees will attempt to report to work as provided in the emergency

plans of their respective facilities. Many will not be able to report to their identified work stations because of transportation system disruption. The public telephone system will also be severely degraded or not available for the first hours and days following the earthquake, so Metro staff will not be able to notify their supervisors of their status.

In the days following a major earthquake, aftershocks are likely. Some will create additional injuries and property damage, delaying the return to work of some Metro personnel and removing from the work force others who had returned to work after the initial earthquake.

During this period, effective leadership by the Metro Crisis Management Team will be crucial to timely restoration of Metro services and recovery of its facilities. This plan provides an excellent base on which to build sets of Standard Operating Procedures (SOPs) for earthquake response by staff and management.

Hazard-specific SOPs should be included as future revisions to this plan and individual facility plans. It is suggested that earthquake be the first hazard-specific SOP to be developed.

4.0 Crisis Management Phase

The crisis management phase of an emergency begins as soon as the Crisis Management Team Coordinator (or alternate) is notified that an emergency has occurred at or near one of Metro's facilities.

A. T + 0.5

1. Crisis Management Team (CMT) Coordinator

- ♦ The Crisis Management Team (CMT) Coordinator receives notification from the impacted facility(ies).
- ♦ The CMT Coordinator is responsible for making an initial strategic assessment of the emergency.
- ♦ The CMT Coordinator makes recommendations to the Council President concerning actions that may be advisable, including the depth to which Metro's emergency management organization should be activated.

B. T + One Hour

- ♦ The CMT Coordinator notifies other members of the Crisis Management Team, as appropriate, and obtains additional information as available from involved facility(ies).
- ♦ The Coordinator recommends to the Council President (Incident Manager) whether: (1) Management of the emergency can best be handled at the involved facility(ies) by facility management and staff; (2) The presence of the CMT Coordinator or other non-facility management personnel would significantly assist facility management and staff during the response phase; or (3) The emergency is severe or likely to be of long duration, requiring management assistance from members of the CMT at an off-site emergency operations center.

C. T + Two Hours

- ♦ If the Incident Manager agrees with the assessment that facility management and staff require no additional assistance, the CMT Coordinator monitors the situation and provides updates to members of the Crisis Management Team as appropriate and the Incident Manager.
- ♦ If the CMT Coordinator and/or other Metro CMT members travel to the involved facility(ies), he/she will report to the facility command post to provide assistance to the facility manager as required, and provide regular briefings on the status of the emergency response to the Incident Manager.
- ♦ If the emergency is severe or of long duration, and a decision is made to open a Metro emergency operations center, the CMT Coordinator will obtain assistance from appropriate CMT members and staff to identify, equip and operate an

emergency operations center (EOC). The CMT Coordinator serves as the EOC manager.

D. T + Four Hours

When activated, the Metro EOC will be staffed by the COO (Incident Manager) and other members of the Crisis Management Team, as required by the Incident Manager. The CMT Coordinator will manage the EOC to provide the Incident Manager with the best information available to make appropriate decisions on short-term and longer-term actions. All emergency functions will be staffed as required to provide adequate support to the emergency management functions: operations, planning, finance and logistics.

- ♦ The CMT Coordinator (EOC Manager) will notify the involved facility(ies) incident command posts that the EOC has been activated to provide off-site management assistance to facility managers. When the Metro EOC has been activated, regular updates on the situation status are provided by the facility to the EOC.
- ♦ If the EOC will be a 24-hour operation, adequate staffing will be assigned to ensure coverage for each position on a 12-hour shift basis. Appropriate resources to support a 24-hour operation (food, water, sleeping accommodations, etc.) will be arranged by personnel assigned to the logistics function.
- ♦ The CMT Coordinator and involved facility managers will ensure that appropriate local public safety incident command agencies are notified that the Metro EOC has been activated, and that overall management of the emergency will occur from the EOC.
- ♦ The Incident Manager with support from operations and planning section personnel and in conjunction with facility managers and other CMT members will write and issue an Action Plan to describe the objectives of the emergency management operation during a specified period. Action Plans will be updated regularly, depending on the level of activity required. Generally, Action Plans are updated every 12-hours during the emergency response phase to ensure adequate briefings are provided to replacement personnel. As response activities are phased out in favor of recovery actions, Actions Plans are updated each 24-hour period or as required until the EOC is closed.
- ♦ Copies of the Action Plan will be made available to all Metro employees and the appropriate local public safety incident commanders.
- ♦ During the Crisis Management phase, it is likely that activities related to emergency response and business recovery will overlap.
- ♦ If the incident is an earthquake, ***there is likely to be significant delay in assembling members of the Crisis Management Team*** because of personal emergencies at the homes of CMT members and disruption of traffic patterns. The

Metro Emergency Operations Center will be activated by the most senior member of the CMT who first arrives at a Metro facility following a damaging earthquake. The site of the Metro EOC may change as more senior CMT members arrive at Metro facilities. The final EOC will be located at the facility designated by the Incident Manager or alternate. At each change of EOC location, status reports and damage assessments obtained by the interim EOCs will be transmitted to the new EOC.

- **CMT members will know that a damaging earthquake has occurred if telephone dial tone is not immediately obtained when the telephone is picked up. This plan will be activated automatically by a damaging earthquake. After attending to personal, family and neighborhood emergencies, CMT members will report to their respective duty stations after a damaging earthquake. No additional notice is required. If a CMT member cannot reach his or her duty station because of transportation disruptions, he or she will report to the nearest accessible facility.** If the arriving CMT member is the most senior CMT member at the Metro facility, he or she acts as the Incident Manager and activates the Metro EOC at the facility. When relieved by a more senior CMT member or notified that the Metro EOC has been activated by the Incident Manager at a different location, all situation status and damage assessment information will be relayed to the EOC.

5.0 Recovery Phase

The Recovery Phase portion of this plan will be written when Metro's role in the regional recovery process has been determined in conjunction with the Regional Emergency Management Group (REMG). The REMG is an organization created by intergovernmental agreement to develop a regional emergency management plan and system. REMG members include counties, cities and special districts with Metro's boundaries, Columbia County and Clark County, Washington. It is anticipated that within the next few years, a regional system for response to and recovery from major disasters will evolve.

As the area's regional government, it is also anticipated that Metro management and staff will play significant roles in the regional emergency management system.

Until the REMG system is created, Metro recovery and restoration actions will be described in the emergency plans of Metro facilities. Business recovery plans will also need to be created to describe how services provided to the people of the region will be restored following a disruptive emergency.

In the interim, the Action Plan process described in the Crisis Management Phase of this plan will be utilized to develop ad hoc recovery and restoration strategies.

Of particular note, the Finance section of the Metro emergency management organization plays an important role in capturing the costs of the response and recovery effort. In a major disaster, careful accounting for those costs is necessary to obtain reimbursement from Metro insurers and provides evidence required by the state or federal governments to obtain disaster assistance funding.

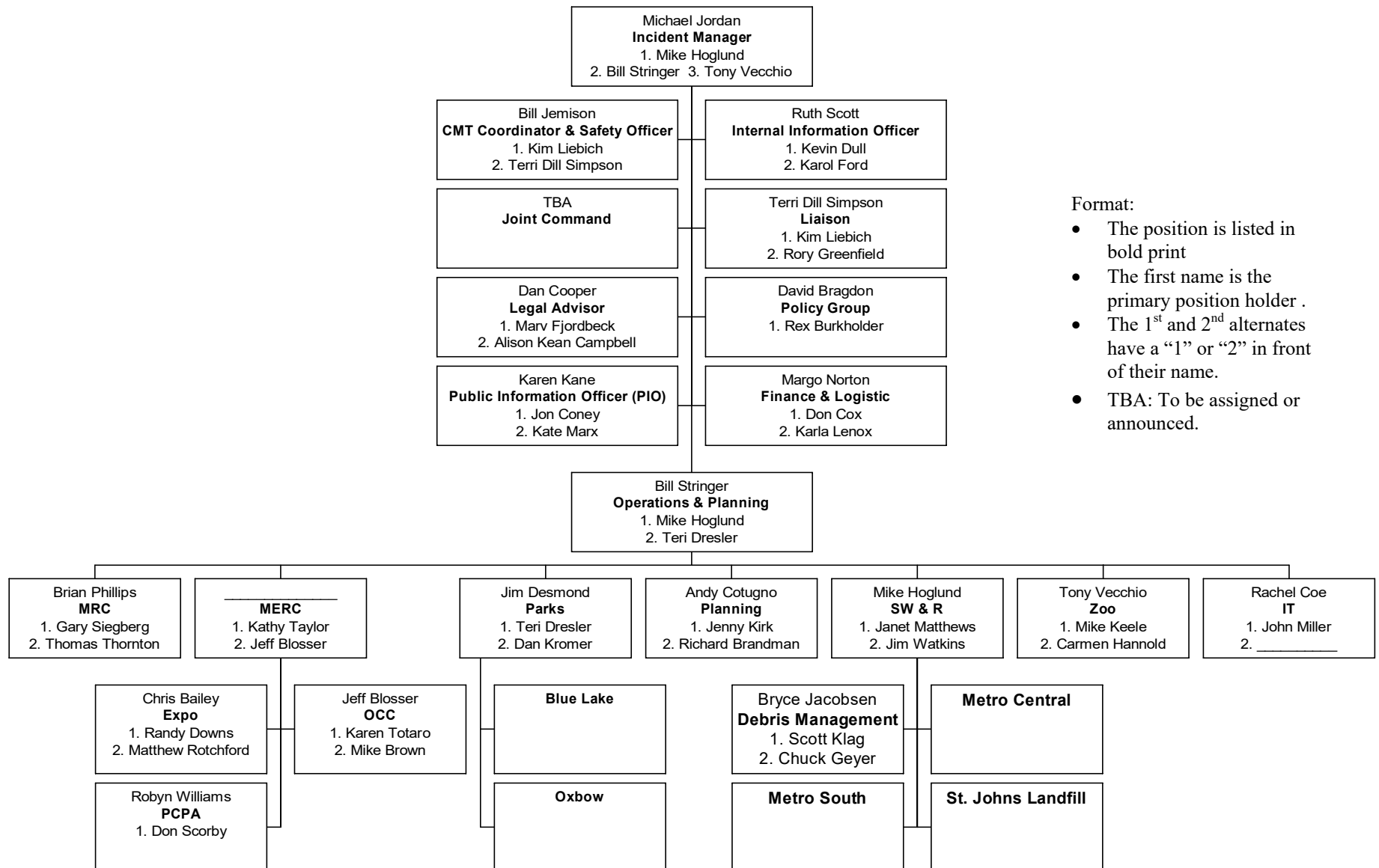
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Emergency Operations Plan

Section B: Emergency Organization

Metro Emergency Management Organization

Updated October 2005



Format:

- The position is listed in bold print
- The first name is the primary position holder .
- The 1st and 2nd alternates have a “1” or “2” in front of their name.
- TBA: To be assigned or announced.

Crisis Management Team

The **Crisis Management Team** is responsible for Metro's emergency management response. Each team member provides management guidance to his or her respective staff during all phases of emergency management — preparedness, response, mitigation and recovery.

Position Descriptions

- Incident Manager (COO)
- Joint Command (Local, State & Federal Officials)
- Legal Advisor (Metro Attorney)
- Liaison Officer
- Crisis Management Team Coordinator (Risk Manager)
- Policy Group
- Public Information Officer
- Internal Information Officer (HR Director)
- Operations Chief & Planning Chief
- Finance & Logistics Chief
- MRC
- MERC Director
- Parks Director
- Planning Director
- SW&R Director
- Zoo Director

Command Staff

The **Incident Manager** establishes the goals and approves the action plan.
The Incident Manager develops the action plan and approves resource procurement, use and release.
Command staff assists in the execution of those functions.

Position Descriptions

- Incident Manager (COO)
- Internal Information Officer (HR)
- Legal Advisor (Metro Attorney)
- Liaison Officer
- Public Information Officer (Public Affairs)
- Crisis Management Team Coordinator (Risk Manager)
- Policy Group
- Joint Command
- Operations Chief & Planning Chief
- Finance & Logistics Chief

INCIDENT MANAGER:

The Incident Manager is responsible for direction and control of all internal emergency management and response actions that may be required during an emergency. He or she is responsible for keeping the Council President & Metro Council informed of the emergency management process and seeking any policy direction that may be required to successfully execute Metro's responsibilities. Any of the Metro emergency organization positions that are not specifically delegated by the Incident Manager remain the responsibility of the Incident Manager.

The Metro IM is assisted by a Crisis Management Team (CMT) consisting of the Legal Advisor (OMA), Crises Management Team Coordinator, Internal Information Officer, Liaison, Public Information Officer, Policy Group, Operations/Planning Chief and Finance/Logistics Chief.

Incident management authority has generally been delegated to individual Metro facility managers for emergency incidents that remain relatively minor in nature and remain confined within the neighborhood of a single Metro facility. As the severity of the emergency increases or the geographic area impacted by the incident expands, the greater the likelihood that Metro incident management will be passed from the facility manager(s) to the Incident Manager.

This phased approach to incident management is intended to delegate responsibility for emergency decision-making to the staff level closest to the event while at the same time ensuring that the authority to make emergency decisions accompanies that responsibility. Succession to Incident Manager (IM) is listed in the EOP Phone list.

The Incident Manager is not to be confused with a first-response Incident Commander representing the jurisdiction with authority for public safety at the location of the incident. During the response phase of an emergency, the responsible police or fire agency will designate a senior staff member at the scene to serve as Incident Commander. Metro personnel, including the Metro Incident Manager, will follow the directions provided by the public safety Incident Commander.

JOINT COMMAND (Local, State & Federal Officials):

During major disasters, a Joint Command arrangement may be the most efficient means of ensuring adequate emergency management span of control.

In a Joint Command, appropriate local, state, federal and private agency officials co-locate to ensure adequate communication channels are maintained among the various responsible agencies. Joint Command has not generally been utilized in response to domestic natural disasters, but is an option that should be reviewed by emergency managers early in the response phase, particularly following a major earthquake.

Plans and procedures for Joint Command may be developed through the Regional Emergency Management Group in the next few years. This position may be appointed or delegated by the Incident Manager.

LEGAL ADVISOR (Metro Attorney):

The Incident Manager's Legal Advisor is the Metro Attorney.

The Legal Advisor will assist the emergency management organization in ensuring that the plans and actions adopted during the emergency management process are in accordance with local, state and federal law. When appropriate, the Legal Advisor will recommend policy revisions to the Policy Group.

The Legal Advisor is a member of the Crisis Management Team.

LIAISON OFFICER:

The Liaison Officer is responsible for interacting with agencies that may provide response or recovery assistance to Metro. This may include fire agencies, Red Cross, law enforcement agencies or other local, state, federal or private organizations that may become involved during the emergency management process. If these agencies assign representatives to the incident, the liaison officer will coordinate their activities with Metro staff.

CRISIS MANAGEMENT TEAM COORDINATOR & SAFETY OFFICER (Risk Management):

The Crisis Management Team Coordinator is the Risk Manager. The Risk Manager is responsible for production and maintenance of this plan. During an emergency, the Crisis Management Team Coordinator or alternate reports directly to the Incident Manager and is responsible for: (1) Receiving initial notification from a Metro facility or public safety agency that an emergency has occurred or is about to occur; (2) Performing an initial assessment of the severity of the emergency based on available information; (3) Notifying the COO that an emergency has occurred and recommending initial actions; (4) Notifying and activating members of the Crisis Management Team as directed by the COO; and (5) Ensuring that the Metro Emergency Operations Plan is implemented during all phases of the emergency. The Crisis Management Team Coordinator will activate and supervise operation of the Metro Emergency Operations Center (EOC) if an emergency has become or has the potential to become severe enough to require off-site direction and control.

The Risk Manager also acts as a Safety Officer to review emergency action plans and response operations. The Safety Officer is responsible for monitoring and assessing hazardous and unsafe situations and developing means for ensuring personnel safety, including safety messages to be included with each incident action plan.

Additional Risk Management tasks will essentially be an extension of routine risk management functions into extraordinary situations to reduce Metro exposure to potential liability.

PUBLIC INFORMATION OFFICER:

The Public Information Officer (PIO) is a member of the Public Affairs staff.

The PIO is responsible for gathering information concerning Metro's response to any incident, preparing draft press releases, obtaining approval for press releases prior to issuance, serving as the sole point of contact between Metro and all media and providing updates as necessary. The Metro PIO will not provide information on emergency activities conducted by any other agency, except through mutual aid as described below.

In larger incidents, the PIO may supervise a staff that will assist in the duties. The PIO may also provide assistance in major disasters to other jurisdictions or the Joint Command as directed by the Incident Manager.

The PIO is a member of the Crisis Management Team.

INTERNAL INFORMATION OFFICER (Human Resources Director):

The internal Information Officer (HR Director) is responsible for providing information concerning the incident to Metro employees, and coordinates closely with the PIO to ensure that accurate and consistent information is provided to the public and employees.

The Internal Information Officer is also responsible for ensuring that Metro employees assigned to the incident are provided adequate food, liquid, and rest facilities. During incidents when Metro employees may be asked to remain at their duty stations for long periods, the internal information Officer is responsible for coordinating with the families of employees, as necessary.

The internal Information Officer is a member of the Crisis Management Team.

POLICY GROUP (Metro Council):

The Policy Group is the Metro Council and its staff. The Policy Group assists the Incident Manager during all emergency phases by ensuring that appropriate policies have been adopted to implement incident action plans and recovery plans.

The Incident Manager may request additional assistance by one or more members of the Policy Group during the various emergency management phases.

Operations Section Staff

Operations Staff directs all operations applicable to the primary mission.
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Position Descriptions

- Operations Section Chief; and Directors of the:
 - MRC
 - Metro Exposition and Recreation Commission (MERC) Branch
 - Parks Branch
 - Planning Department Branch
 - SW & R Branch
 - Zoo Branch

OPERATIONS CHIEF:

When the Metro emergency management organization is fully activated the Incident Manager will appoint an Operations Chief. The Operations Chief is a member of the Crisis Management Team and is responsible for management of all operations directly applicable to the primary mission. The Operations Chief activates and supervises operations staff and staging areas at the direction of the Incident Manager or in accordance with the incident action plan, and directs execution of the plan.

The Operations Chief reports directly to the Incident Manager. Metro facility directors and/or supervisors report directly to the Operations Chief. The Operations Chief directs the development and execution of operational plans at Metro facilities, requests or releases resources, makes expedient changes to the incident action plan as necessary, and reports those changes to the Incident Manager. It may be desirable for the Operations Chief to have a deputy to serve in the same operational period, and appoint deputies to serve in relief shifts.

Zoo Branch

Position Descriptions

- Zoo Branch Director
- Zoo Security Group Manager
- Zoo Operations Director
- Zoo Living Collections Director

ZOO DIRECTOR:

The Zoo Director represents the Zoo branch of the Metro Emergency Management Organization and is responsible for the implementation of the incident action plan within the Zoo. The director is a member of the Crisis Management Team.

When the emergency organization is fully activated, the Zoo Director reports to the Operations Chief. For incidents that are relatively minor in nature, do not involve multiple Metro facilities and do not require resources beyond the personnel and materials available at the Zoo and/or provided by the responsible first-response agency, the Zoo Director reports directly to the COO.

Zoo Security, Operations and Living Collections staffs report to the Zoo Director. The director may appoint a deputy.

ZOO SECURITY GROUP:

The Zoo Chief of Safety & Security serves as the Security Group Supervisor of the Zoo branch. The group supervisor is responsible for implementing security aspects of the incident action plan at the zoo.

The Security Group Supervisor reports to the Zoo Director.

ZOO OPERATIONS DIVISION:

The Zoo Operations Director supervises Guest Services and Construction/ Maintenance Division Supervisor in the Zoo branch. The division supervisor is responsible for implementing that portion of the incident action plan dealing with facility recovery at the zoo.

The Operations Division Director reports to the Zoo Director.

ZOO LIVING COLLECTIONS GROUP:

The Zoo Living Collections Manager/Director serves as the Animal Management Group Supervisor of the Zoo branch. The group supervisor is responsible for implementing Living Collections aspects of the incident action plan at the zoo.

The Living Collections Group Supervisor reports to the Zoo Director.

MERC Branch

Position Descriptions

- MERC Branch Director
- Oregon Convention Center Division Supervisor
- Portland Center for the Performing Arts Division Supervisor
- Portland Metropolitan Exposition Center Division Supervisor

MERC DIRECTOR:

The Metro Exposition and Recreation Commission (MERC) General Manager serves as the Operations Director for the MERC branch of the Metro Emergency Management Organization and is responsible for the implementation of the incident action plan within MERC facilities. The General Manager is a member of the Crisis Management Team.

When the emergency organization is fully activated, the MERC General Manager reports to the Operations Chief. For incidents that are relatively minor, do not involve multiple Metro facilities and do not require resources beyond those available at a MERC-operated facility and/or the responsible first-response agency, the MERC General Manager reports directly to the COO.

MERC staff and the managers of the Oregon Convention Center, PCPA facilities and the Expo Center report to the MERC General Manager. The General Manager may appoint a deputy.

OREGON CONVENTION CENTER DIVISION:

The Oregon Convention Center (OCC) Director serves as the OCC Division Supervisor of the MERC branch in the Metro Emergency Management Organization. The division supervisor is responsible for implementing aspects of the incident action plan that pertain to the OCC.

The OCC division supervisor reports to the MERC branch Director.

PORTLAND CENTER FOR THE PERFORMING ARTS (PCPA) DIVISION:

The PCPA Director serves as the PCPA Division Supervisor of the MERC branch in the Metro Emergency Management Organization. The division supervisor is responsible for implementing aspects of the incident action plan that pertain to the PCPA facilities.

The PCPA division supervisor reports to the MERC branch Director.

PORTLAND METROPOLITAN EXPOSITION CENTER (EXPO) DIVISION:

The Expo Manager serves as the Expo Division Supervisor of the MERC branch in the Metro Emergency Management Organization. The division supervisor is responsible for implementing aspects of the incident action plan that pertain to the Expo facility.

The Expo Division Supervisor reports to the MERC branch Director.

MRC

Position Descriptions

- Metro Regional Center Property Services Manager
- Center Security Group Supervisor (Safety/Security Supervisor)
- Center Facilities Division Supervisor (Facilities Technician)

Property Services Supervisor:

The Property Services Supervisor serves as the Operations Director for the Metro Regional Center branch and reports to the Operations Chief when the emergency management organization is fully activated. The Director is responsible for implementing the incident action plan within the regional center.

For incidents that do not require full activation of the emergency organization, the Property Services Supervisor may report directly to the COO or through the Finance and Administrative Services Director.

MRC security and building technician staff report to the director. The director may appoint a deputy.

REGIONAL CENTER SECURITY GROUP (Security Supervisor):

The Regional Center Safety/Security Supervisor serves as the Security Group Supervisor of the Regional Center branch. The group supervisor is responsible for implementing security aspects of the incident action plan at the regional center.

The Security Group Supervisor reports to the Regional Center Director.

REGIONAL CENTER FACILITIES DIVISION (Facilities Technician):

The Regional Center Facilities Technician serves as the Facilities Division Supervisor in the Regional Center branch. The division supervisor is responsible for implementing that portion of the incident action plan dealing with facility recovery at the Regional Center.

The facility supervisor reports to the Regional Center Director.

Parks Branch

Position Descriptions

- Parks Branch Director
- Blue Lake Park Division Supervisor
- Oxbow Park Division Supervisor

PARKS DIRECTOR:

The Parks Director serves as the Operations Director for the Parks branch of the Metro emergency management organization and is responsible for the implementation of the incident action plan at the parks. The director is a member of the Crisis Management Team.

When the emergency organization is fully activated, the Parks Director reports to the Operations Chief. For incidents that are relatively minor in nature, do not involve multiple Metro facilities and do not require resources beyond the personnel and materials available within the parks branch and/or provided by the responsible first-response agency, the Parks Director reports directly to COO.

Parks security and staff report to the director. The director may appoint a deputy.

BLUE LAKE PARK DIVISION:

The Blue Lake Park Supervisor is responsible for implementing aspects of the incident action plan that pertain to the park.

The Blue Lake Park Division Supervisor reports to the Parks branch Director.

OXBOW PARK DIVISION:

The Oxbow Park Supervisor is responsible for implementing aspects of the incident action plan that pertain to the park.

The Oxbow Park Division Supervisor reports to the Parks branch Director.

Planning

Position Descriptions

- Planning Director
- Transportation Supervisor
- Growth Management Supervisor

PLANNING DIRECTOR:

The Planning Director serves as the Operations Director for the Planning branch of the Metro Emergency Management Organization and is responsible for the implementation of the incident action plan within Planning. The director is a member of the Crisis Management Team.

SW&R Branch

Position Descriptions

- SW & R Director
- SW & R Operations Division Supervisor
- Metro South Strike Team Leader
- Metro Central Strike Team Leader
- Debris Management Group Leader

SW & R DIRECTOR:

The SW & R Director is a member of the Crisis Management Team and serves as the Director of the Solid Waste Branch of the Metro Emergency Management Organization, responsible for the implementation of the incident action plan at solid waste facilities.

When the emergency organization is fully activated, the Solid Waste Director reports to the Operations Chief. For incidents that are relatively minor in nature, do not involve multiple Metro facilities and do not require resources beyond the personnel and materials available within the solid waste branch and/or provided by the responsible first-response agency, the Solid Waste Director reports directly to the COO.

The director may appoint a deputy.

During disasters of regional impact, the Solid Waste Director provides planning staff to the Planning Chief to ensure a single point of contact is maintained for Metro's regional planning functions. The Solid Waste Director also supervises staff as required to implement debris management operations to reduce the impact on the regional landfill.

SW & R OPERATIONS DIVISION:

The Solid Waste Facilities Manager serves as the Solid Waste Operations Division Supervisor. The supervisor is responsible for implementation of the incident action plan at the Metro South and Metro Central facilities. The supervisor reports to the Solid Waste Branch Director. The Metro South and Metro Central Strike Team Leaders report to the supervisor.

METRO SOUTH STRIKE TEAM:

The Metro South Hazardous Waste Project Coordinator, assisted by the South Site Supervisor, serves as the Metro South Solid Waste Transfer Facility Strike Team Leader. The strike team leader is responsible for implementation of the incident action plan at the Metro South facility. The Strike Team Leader reports to the Solid Waste Operations Division Supervisor.

METRO CENTRAL STRIKE TEAM:

The Metro Central Hazardous Waste Project Coordinator, assisted by the Central Site Supervisor, serves as the Metro Central Solid Waste Transfer Facility Strike Team Leader. The strike team leader is responsible for implementation of the incident action plan at the Metro Central facility. The Strike Team Leader reports to the Solid Waste Operations Division Supervisor.

DEBRIS MANAGEMENT GROUP:

The Debris Management Group is responsible for implementing the incident action plan as it pertains to disaster debris management at Metro facilities. The Solid Waste Director assigns the Debris Management Group Leader. This group will also need to coordinate closely with other local jurisdictions, state and federal agencies and the private sector to implement any regional disaster debris management plan that may be developed. The group leader reports to the Solid Waste Branch Director.

Planning Section Staff

Planning produces, tracks and revises the incident action plan.

Position Descriptions

- Planning Section Chief
- Situation Unit Leader
- Resources Unit Leader
- Documentation Unit Leader
- Solid Waste, Transportation and Land Use Services

PLANNING CHIEF:

When the Metro emergency management organization is fully activated, the Operations Chief initially carries out the Planning Section Chief responsibilities. If the magnitude or situation warrant, the Incident Manager may designate a separate Planning Section Chief. The Planning Chief

The Planning Chief is a member of the Crisis Management Team and is responsible for the collection, evaluation, dissemination and use of information regarding the incident and the status of resources.

The information is needed to: (1) understand the current situation, (2) predict the probable course of incident events, and (3) prepare alternative strategies for the incident. The Planning Chief is responsible for development of the Metro incident action plan and subsequent revisions.

The Planning Chief reports directly to the Incident Manager and may appoint a deputy.

During response to regional disasters, the Planning Chief also directs the development of Metro's contribution to incident action plans for regional services such as transportation, solid waste and land use planning. The Planning Chief is assisted in these tasks by staff from the Planning and Solid Waste departments.

SITUATION UNIT:

The Situation Unit is primarily responsible for the collection and organization of incident status and situation information. The Situation Unit is responsible for the evaluation, analysis and display of that information for use by emergency management personnel. The Situation Unit leader supervises a staff of sufficient size and skill to ensure that the required tasks are performed.

The Situation Unit Leader is designated by and reports to the Planning Section Chief. The leader may be selected depending on the type or location of the emergency based on familiarity with the function performed or the facility at risk.

RESOURCES UNIT:

The Resources Unit is primarily responsible for: (1) ensuring that incident resources are properly inventoried from activation to demobilization; (2) processing resource status information; (3) preparing and maintaining displays, charts and lists that reflect the current status and location of resources.

The Resources Unit Leader supervises a staff of sufficient size and skill to ensure that the above tasks are accomplished. The Resources Unit Leader is designated by and reports to the Planning Section Chief.

DOCUMENTATION UNIT:

The Documentation Unit is responsible for: (1) maintaining accurate and complete incident files, (2) providing duplication service to incident personnel and (3) packing and storing incident files for legal, analytical and historical purposes.

The Documentation Unit Leader is designated by and reports to the Planning Section Chief.

SOLID WASTE, TRANSPORTATION & LAND USE SERVICES:

The regional planning services provided by Metro will play a crucial role in the region's emergency management process following a disaster. The organizational descriptions, standard operating procedures, action checklists and resource manuals required to execute those regional responsibilities will be described in the Regional Emergency Management Plan to be developed by the Regional Emergency Management Group.

The Planning Section Chief must ensure that adequate staff is committed to the incident to perform the regional planning tasks required for recovery. Potential personnel shortages should be brought to the attention of the Incident Manager and perhaps rectified through mutual aid with local, state or federal planning agencies.

Finance and Logistics Section Staff

Logistics obtains the needed resources that are needed by staff.
Finance pays the bills and tracks the costs.

Position Descriptions

- Finance and Logistics Section Chief
- Logistics Services Branch Director
- Logistics Support Branch Director
- Finance Time Unit Leader
- Procurement Unit Leader
- Cost Unit Leader
- Compensation/Claims Unit Leader

FINANCE & LOGISTICS CHIEF:

When the Metro emergency management organization is fully activated, the Incident Manager will designate the Finance and Logistic Director.

The F&L Chief is a member of the general staff and reports directly to the Incident Manager. During extremely severe or long-duration emergencies, the Finance and Logistics functions may be separated with a chief assigned to each.

The logistics function is responsible for providing facilities, services and material in support of the incident action plan. The finance function is responsible for paying for the operations described in the incident action plan in accordance with the guidelines, policies and legal constraints established by state and federal law, the Metro Council and the COO.

The F&L Chief participates in development of the incident action plan and supervises staff required to perform the finance and logistics function.

The F&L chief may appoint a deputy.

LOGISTICS SERVICES BRANCH:

The Services Branch is activated when the Finance & Logistics Section Chief determines that the incident is severe or likely to be of significant duration. The Service Branch Director is designated by and reports to the F&L Chief.

The Service Branch is responsible for providing communications, medical and food services to incident personnel. In unusually large incidents, a unit to perform each function may be established by the Service Branch Director.

LOGISTICS SUPPORT BRANCH:

The Support Branch is activated when the Finance & Logistics Section Chief determines that the incident is severe or likely to be of significant duration. The Support Branch Director is designated by and reports to the F&L Chief.

The Support Branch is responsible for providing supply, facilities and transportation services to incident personnel. In unusually large incidents, a unit to perform each function may be established by the Support Branch Director.

TIME UNIT:

The Time Unit is responsible for establishing files, collecting employee time reports and providing other payroll-related services for incident personnel. The Time Unit Leader is designated by and reports to the F&L Chief.

The payroll/time function becomes especially critical from the onset of a major emergency that later results in a federal disaster declaration. Personnel time expended on activities directly related to the disaster response phase may be partially reimbursed by the federal government following a Presidential declaration. Rigorous timekeeping for all personnel is required to demonstrate action directly related to the incident.

PROCUREMENT UNIT:

The Procurement Unit is responsible for developing a procurement plan for the incident and to perform contract time recording. The procurement plan will ensure that goods and services are procured to meet the needs of the incident within the constraints of the finance section and the agency. Contract time recording personnel will generally work closely with facilities and transportation units to ensure that contracted services are provided as described.

The Procurement Unit Leader is designated by and reports to the F&L Director.

COST UNIT:

The Cost Unit is responsible for preparing summaries and projections of actual and estimated incident costs. The unit also prepares information on costs of resource use and provides cost-effectiveness and financial planning information.

The Cost Unit Leader is designated by and reports to the F&L Director.

COMPENSATION/CLAIMS UNIT:

The Compensation/Claims Unit is responsible for: (1) the prompt preparation and processing of all forms required in the event of injuries or death to any person; and (2) gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the agency. It is recognized that the specific activities are different and may require more than one person. The Compensation/Claims Unit staff must be intimately aware of all agency procedures concerning compensation and claims handling.

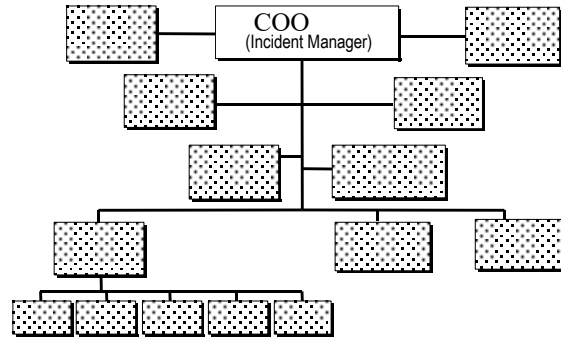
Metro

Emergency Operations Plan

Section C: Position Checklists

Incident Manager

Metro's Incident Manager (IM) is filled by the COO. (During the initial response, the most senior manager or employee at the scene of an incident functions as the IM.) The IM establishes the goals of incident response and approves the incident action plan. The IM also approves resource procurement, release and use. Action not specifically delegated to another person is the responsibility of the Incident Manager.



- o **The senior representative of the public safety authority at the scene with statutory responsibility for the incident is the event Incident Commander (IC). Follow his or her directions.**
- o Read this entire checklist.
- o Read all Metro Crisis Management Team checklists. Any task not delegated by you to someone else remains your responsibility.
- o Obtain initial briefing from the Crisis Management Team Coordinator, the Operations Section Chief, the involved facility manager (if it is a single-site emergency), the most senior Metro employee at the scene or the responsible public safety agency Incident Commander.
- o Assess the situation. Ensure that Metro personnel understand that they must follow the directions of the responsible public safety agency I.C.
- o If not already completed, ensure that the Crisis Management Team members have been notified and briefed. Determine level of activation of the emergency organization based on the current situation and the potential for the emergency becoming more severe. Request activation of the Emergency Operations Center (EOC) if appropriate.
- o Focus on your tasks:
 - Set the direction for the organization.
 - Develop the action plan.
 - Approve resource procurement, use and release.

Set Direction:

- o Re-evaluate the information you have available for accuracy. Question apparent gaps in knowledge. Clarify confusion with source of information.
- o Confer with any available members of the Crisis Management Team to evaluate proposed strategy. Authorize evacuations when required.
- o Set specific time for next briefing and re-evaluation of strategy. Ensure Crisis Management Team members are notified.
- o Notify Metro Council members of initial goals.

Approve Incident Action Plan

- o Review current response actions for compatibility with established strategic goals. Change actions as required to match goals. Ensure incident action plan is developed. Review plan with the public safety agency IC, if available.
- o Sign approved plan. Obtain public safety IC signature, if available.

Resource Procurement, Use and Release

- o Establish the parameters for resource requests and releases. Review requests for critical resources. Confirm who has resource ordering authority within the organization. Identify those resources requiring your approval.

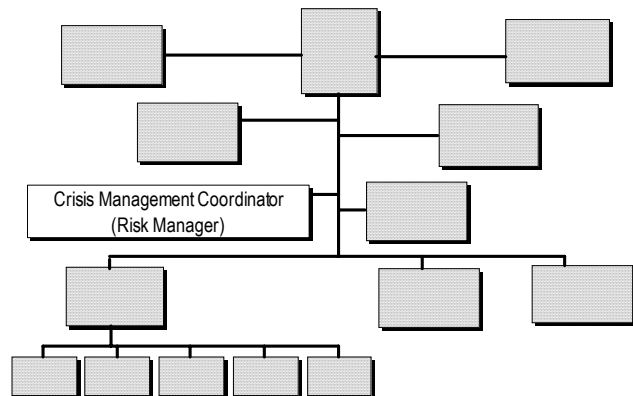
Other Actions

- o Authorize release of information to media. If public safety IC is available, obtain his or her signature.
- o Ensure coordination of Crisis Management Team and general staff. Periodically check progress on assigned tasks of incident personnel. Approve necessary changes to strategic goals and incident action plan. Ensure Liaison Officer is making periodic contact with participating agencies.
- o Review available facility-specific emergency plans.
- o Document all actions and information. Keep incident journal.
- o Review schedule for next planning meeting for timeliness.
- o Appoint a recorder to maintain a written record meetings and actions.

Crisis Management Coordinator

(Risk Manager)

The Risk Manager serves as Metro's Crisis Management Team Coordinator. This position also serves as the incident Safety Officer, advises the Incident Manager on the incident's organizational structure and performs traditional tasks of risk management to reduce Metro's liability exposure due to the incident action plan.



Emergency Response Phase Checklist

- o Read this entire checklist.

Crisis Management Team Coordinator

- o Obtain initial briefing from the facility manager, knowledgeable staff, emergency responders or any other source.
- o Contact and brief the Incident Manager (skip if emergency organization is fully activated). Jointly make initial assessment of level of activation for the emergency organization. Contact and brief members of the Crisis Management Team (CMT). Depending on initial activation assessment, advise CMT members to stand by for future updates or report to a specified command post or EOC location. If decision is made to activate the EOC, manage the preparation and operation of the EOC. If EOC is not activated, assist facility manager as requested with safety, risk and emergency management functions.
- o Review facility-specific emergency plans.

Safety Officer

Identify hazardous situations associated with the incident. Ensure adequate types and amounts of protective equipment are available, and are being used.

- o Assist in developing safe tactical approaches to incident response. Identify potentially unsafe acts. Identify and implement corrective actions.
- o Review incident action plans. Prepare safety message as part of the plan. Review and approve incident medical plan.
- o Coordinate critical incident stress, hazardous materials assessment and other safety-related debriefings as necessary.

Emergency Management Analysis

- o Advise Incident Manager on the organizational structure used for incident response. Recommend additional organizational activation as required. Assist Incident Manager (IM) and members of the CMT as requested to ensure appropriate spans-of-control. Recommend mobilization and demobilization of necessary resources, including assistance provided public mutual aid and by private service contractors. If incident has regional impact, advise IM concerning Joint or Unified Command requirements.
- o Pay particular attention to information flow. Is the IM receiving crucial information in a timely manner? Are command decisions being relayed quickly to Emergency Response Team members? Has the chain-of-command been clearly established? Is it being maintained? If necessary, recommend changes to the organizational structure to ensure proper action.
- o If severity of incident appears that it has become or will become beyond the capability of the current incident management structure, recommend full activation of the emergency organization. If IM approves, serve as Emergency Operations Center Manager. Establish and operate EOC message center.

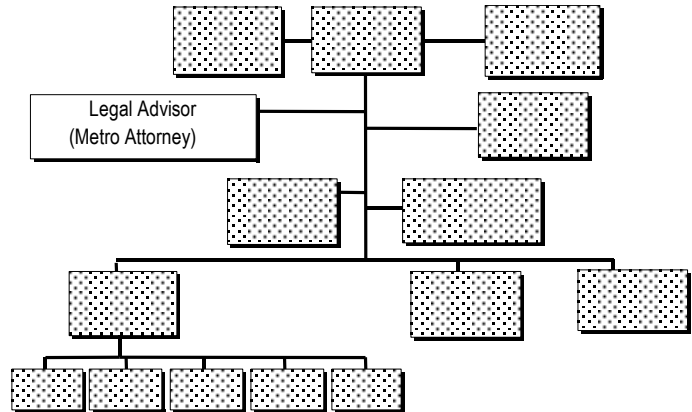
Risk Management

- o In coordination with Legal Advisor, recommend to the IM steps to:
 - Reduce risk of injury to customers and employees.
 - Minimize dollar loss to property.
 - Restore services and facilities more quickly.
 - Decrease Metro's exposure to liability claims.
- o Document all actions in incident journal.

Legal Advisor

(Metro Attorney)

The Metro Attorney serves as Metro's Legal Advisor when the emergency management organization is fully activated. The Legal Advisor reviews all action plans prior to issuance and works closely with the Crisis Management Team Coordinator throughout all phases of the emergency.

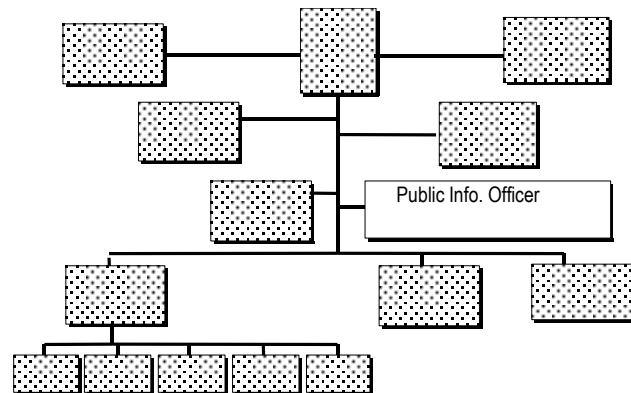


Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain initial briefing from the Incident Manager or Crisis Management Coordinator. Determine current status of the incident. Identify current emergency organization structure.
- o Review available facility and incident action plans for potential legal issues. Recommend changes as necessary.
- o Establish and maintain close coordination with Crisis Management Team Coordinator.
- o As directed by the Incident Manager, recommend changes in policy direction to Metro Council to accomplish action plan objectives.
- o Establish contact as necessary with legal staff of public safety agencies and other pertinent organizations.
- o Attend all planning meetings. Assist in development of action plans.
- o Respond to special requests by the Incident Manager.
- o Document all actions in incident journal.

Public Information Officer:

Public Affairs staff will normally serve as Public Information Officer (PIO) when the emergency management organization is fully activated. Until that time, the IM may designate a manager or employee at the scene of an incident as PIO. The PIO is responsible for the formulation and release of information about the incident to the news media, the public, and other organizations. The PIO may assemble a team of employees to assist in these tasks. The PIO works with the first-response agency PIO whenever possible.



Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain initial briefing from the Incident Manager or CMT Coordinator. Determine current status of the incident. Identify the current emergency organization structure. Determine whether the point of media contact should be at the scene or at the EOC (the latter indicates full activation of the emergency organization). Determine media presence. Establish contact with first-response agency PIO, if available. Establish contact with the HR Director to coordinate internal information exchange.
- o Determine current status of responding public safety agency information strategy. Has the Emergency Broadcast System been activated? Has the public safety IC requested that all information be routed through first-response PIO? If so, comply with directions.
- o Prepare initial information summary as soon as possible after activation. If no other confirmed information is available, consider submitting the following general statement to the Metro IM and the first-response IC for their approval:

We are aware that an (accident/incident) involving (type of incident) occurred at approximately (time) in the vicinity of (general location). Emergency crews are responding and we will provide additional information as we are able to confirm it.

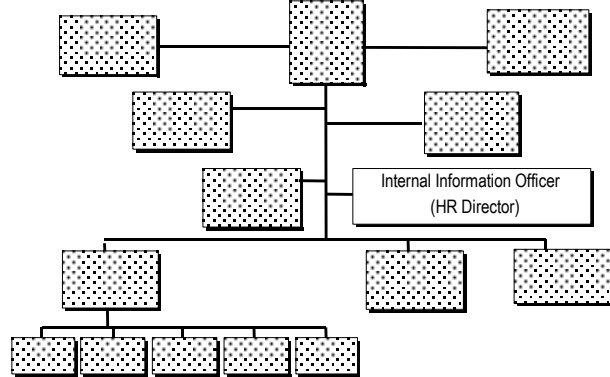
We will hold a press briefing at (location) and will notify the press at least 30 minutes prior to the briefing. The upcoming briefing will be the only place where officials who are authorized to speak about the incident will have available confirmed information about the (accident/incident).

- o Publicize any approved evacuation plan and instructions to the public in coordination with the first-response PIO. Obtain approval from Metro IM for all releases. Confirm details to ensure no conflicting information is released. Confirm participation by Crisis Management Team or Policy Group personnel in scheduled press briefings. Confirm who may authorize release of information in absence of IM.
- o Establish contact with local and national media as appropriate.
- o Establish location for press briefings away from the EOC, if established.
- o In coordination with IM, establish schedule for news briefings.
- o Arrange for necessary workspace, materials, telephones and staff. Consider activating:
 - Information Center Manager
 - Joint Information Center Officer (to coordinate with other PIOs)
 - Field Information Officer (to serve at the site of the incident[s])
- o Obtain current incident status reports from the Planning Section; coordinate a schedule for updates.
- o Record all interviews and copy all news releases. Contact media to correct erroneous or misleading information being reported by the media.
- o Attend all planning meetings.
- o Review facility-specific emergency public information plans.
- o Respond to special requests for information by the Incident Manager.
- o In conjunction with the first-response PIO and the Personnel Director, confirm the preferred method for release of information to evacuees and families. Confirm the process concerning release of information on the names and numbers of persons injured or deceased.
- o Document all actions in incident journal.

Note: Emergency or Crisis Situation Media Contact Procedures are attached in Section E, Part 4.

Internal Information Officer: (HR Director)

The HR Director serves as Metro's Internal Information Officer when the emergency management organization is fully activated. The Internal Information Officer is responsible for providing information on the incident to Metro personnel. The Internal Information Officer coordinates closely with the Public Information Officer and the Crisis Manager, especially during severe emergencies or an incident of long duration.

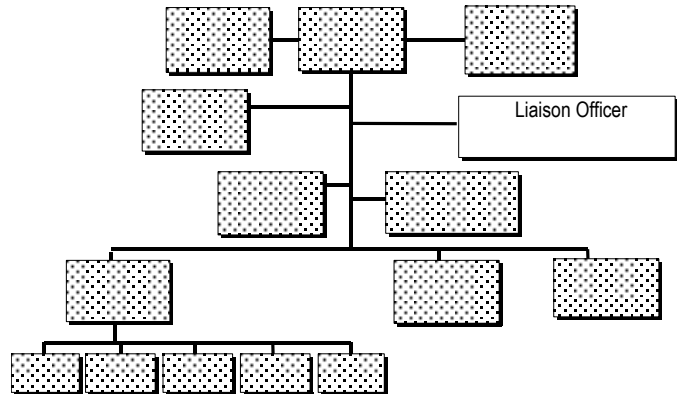


Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain initial briefing from the Incident Manager or Crisis Management Coordinator. Determine current status of the incident. Establish contact with Metro Public Information Officer (PIO).
- o Determine current status of the incident. Identify current emergency organization structure. Obtain estimate from Incident Manager or Crisis Management Team Coordinator on duration of emergency response operations and likelihood of expansion of emergency organization.
- o In coordination with the Public Information Officer, prepare an initial summary of incident status for distribution to all Metro employees. Determine best means of delivery of message to employees. Request assistance as necessary from Logistics Chief for delivery.
- o Attend all planning meetings.
- o Advise Incident Manager on personnel issues as required.
- o Coordinate with the Logistics Chief to ensure adequate food, liquid and rest facilities are provided to Metro employees who are required to remain at their duty stations for long periods of time.
- o In particularly severe emergencies, coordinate with the families of employees as necessary to ensure that family status issues do not interfere with employee job performance during critical operations. Coordinate with Logistics Chief as necessary.

Liaison Officer

The Liaison Officer is Metro's point of contact for emergency responders or other agency representatives who are assisting Metro personnel in response to the incident. Examples of liaison agencies include police and fire agencies, the Red Cross, public works agencies, utilities and other public and private organizations. The Liaison Officer provides these assisting agencies a command-level contact.

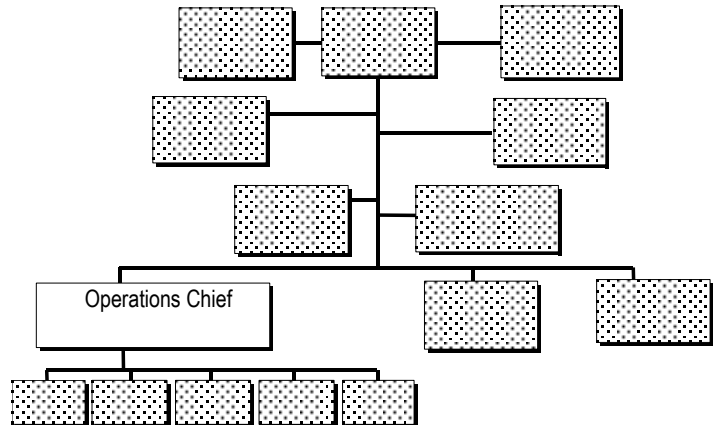


Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain initial briefing from the Incident Manager or Crisis Management Team Coordinator including a summary of the current emergency organization structure. Determine the public agencies and/or private companies already involved with the incident and whether they are "cooperating" (providing support "outside" the response organization) or "assisting" (have equipment and/or personnel assigned to the incident).
- o Contact assisting/cooperating agency representatives to let them know that you will serve as their point of contact with the Incident Commander. Identify communications links with each agency.
- o Establish workspace for liaison function. Notify agency representatives of location.
- o Monitor incident operations to identify potential inter-organizational problems. Keep the Incident Manager aware of such issues. Receive and bring to the attention of the Crisis Management Team complaints concerning logistics, communications and strategic and tactical directions.
- o Interview agency representatives concerning resources and capabilities, and restrictions on their use. Provide this information at planning meetings.
- o Coordinate with Information Officer and Incident Manager inter-agency input associated with press releases.
- o Document all actions in incident journal.

Operations Section Chief

The Operations Chief helps formulate and interpret the response strategy established by the Incident Manager. The Operations Chief activates and supervises Metro Emergency Response Team personnel, directs preparation of facility operational plans, uses resources provided and revises the incident plan.



Emergency Response Phase Checklist

- o Read this entire checklist & the Planning Chief checklist.
- o Obtain initial briefing from the IM, Crisis Management Team (CMT) Coordinator or Regional Center personnel.
- o If incident is warning or alert provided to Metro by another agency, relay warning to Incident Manager, the CMT coordinator and all facility directors.
- o Review facility-specific emergency plans.
- o Determine from Metro IM or public safety authority Incident Commander the established strategic goals for incident response. Determine current tactical objectives. Identify current organization and the location and assignments of resources. Confirm the resource ordering process.
- o Assess life-safety issues. Adjust perimeters and evacuation plans as necessary.
- o Evaluate and enforce use of appropriate protective clothing and equipment. Request additional resources as necessary.

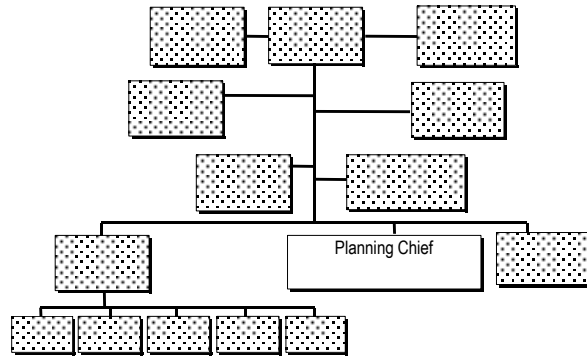
Unless you assign a Planning Chief, conduct all planning functions including;

1. Determine location, status and assignment of all resources
2. Evaluate the effectiveness of tactics.
3. Develop incident contingency plans.

- o Organize Operations Section to ensure operational efficiency, personnel safety and adequate span of control.
- o Notify Resource Unit of the facilities and resources that are staffed, including the names of leaders and the location of mobile resources. Inform unit of changes in resources status.
- o If large amounts of additional resources will be needed to execute the incident action plan, designate a Staging Area Manager to identify and manage a location to place the equipment and personnel prior to and after deployment. Describe the numbers and types of resources to be maintained in the Staging Area.
- o Brief tactical units (facility Emergency Response Team(s), security, facility maintenance personnel, etc.) on assignments, ordering process, protective equipment and tactical assignments.
- o Develop and manage tactical operations to meet incident objectives.
- o With the Planning Chief, write formal Operations portion of the incident action plan if so directed by the IM. Identify assignments by facility and/or function. Identify specific tactical objectives. Identify the resources needed to accomplish the objectives.
- o Ensure coordination of the Operations Section with command staff and general staff. Ensure that Operations time-keeping is maintained and passed to Finance. Ensure that resource ordering and logistical support needs are passed to Logistics in a timely manner. Notify Logistics of communications problems. Advise planning on changes to resource and situation status. Notify Liaison Officer of issues concerning cooperating and assisting agency resources. Keep IM informed of operational efforts.
- o Meet with Crisis Management Team and Incident Manager to review strategy, discuss tactics, and outline organization assignments prior to planning meetings.
- o Document all actions in incident journal.

Planning Section Chief

The Operations Chief carries out the Planning Section Chief functions unless a separate Planning Chief is designated. The Planning Section Chief is responsible for the collection, evaluation, dissemination and use of information about the incident and the status of resources. The information is needed to understand the current situation, predict future trends and prepare alternative strategies. The Planning Section Chief chairs the planning meeting and is responsible for production of a written incident action plan.



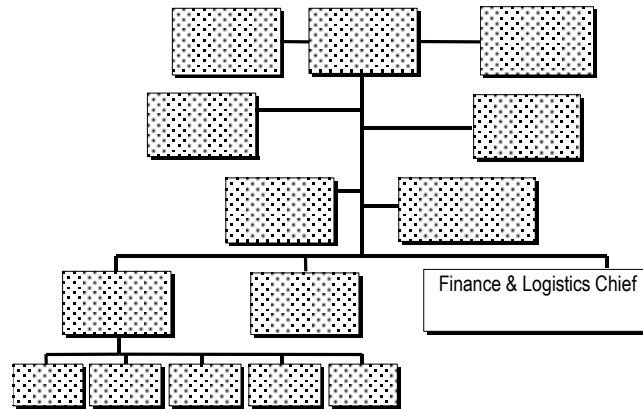
Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain initial briefing from the Incident Manager (IM). Determine current situation. Determine current resource status. Determine current strategic goals and tactical objectives. Determine whether the IM requires a written incident action plan. Determine time and location of first planning meeting. Determine desired contingency plans.
- o Activate Planning Section positions as necessary. Planning responsibilities that have not been delegated to others belong to the Planning Chief.
- o Review facility-specific emergency plans.
- o Obtain or develop incident maps. Additional maps may be available from facility managers or responding public safety personnel. Specific consideration should be given to producing planning maps through the Regional Land Information System (RLIS). Use of RLIS will make map revision easier if the incident becomes complicated or of long duration.
- o Establish and maintain resource tracking system. Again, an RLIS-based tracking system will improve the collection and dissemination of this information.
- o Establish information requirements and reporting schedules in conjunction with the Operations Chief and the Finance and Logistics Chief.

- o Prepare contingency plans:
 - Review current and projected incident and resource status.
 - Develop alternative strategies.
 - Identify resources required to implement contingency plan.
 - Document alternatives for presentation to Operations, Logistics and Finance and the IM.
- o Prior to planning and strategy meetings, meet with Operations and Finance and Logistics chiefs and/or command staff members to discuss proposed strategy and tactics. Diagram incident organization and resource location.
- o Chair planning and strategy meetings.
- o Supervise preparation and distribution of the incident action plan, if indicated. Minimum distribution includes all command staff, general staff (Section Chiefs) and Operations personnel to the Division or Group Supervisor level.
 - Establish information requirements and reporting schedules for use in preparing the incident action plan.
 - Ensure that detailed contingency plan information is available for consideration by the Operations Chief and IM.
 - Verify that all support and resource needs have been coordinated with the Logistics and Finance Chief.
- o Provide periodic forecasts on incident potential. Establish a weather data collection system when necessary.
- o Ensure section has adequate coverage and relief.
- o Compile and display incident status summary. Ensure summaries are distributed internally and to appropriate city and county public safety authorities as appropriate.
- o Compile and review with IM damage assessment reports. Distribute to city and county public safety authorities as appropriate.
- o Prepare demobilization plan as appropriate. Ensure that all planning personnel document their activities.
- o Document all actions in incident journal. Submit all section journals to Documentation Unit.

Logistics Chief

Finance and Logistics are combined into one position unless separate chiefs are designated by the IM. The Logistics Chief is responsible for providing facilities, services and materials in support of the incident. The two functions may be separated and assigned to different managers during large incidents.



Emergency Response Phase Checklist

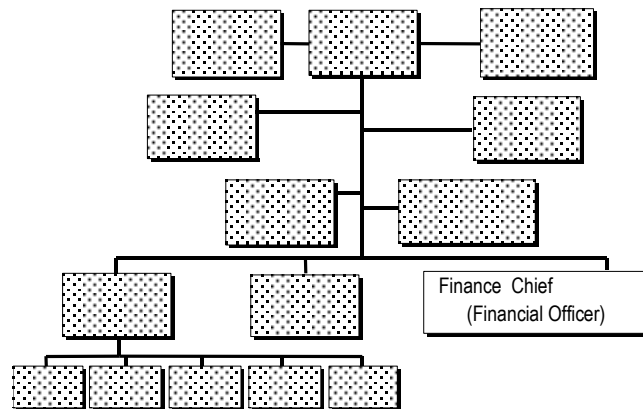
- o Read this entire checklist.

Logistics

- o Obtain briefing from Incident Manager (IM). Review situation and resource status to determine number of personnel assigned to the incident. Review current organizational structure.
- o In conjunction with the Crisis Management Team Coordinator, determine whether the Emergency Operations Center should be activated and assist with the physical activation of the facility. Notify Metro staff and other agencies of EOC activation, providing pertinent telephone numbers.
- o In conjunction with the Personnel Director, determine the needs for the physical care of employees assigned to the incident, including food, liquid, rest and rehabilitation needs. In extraordinary circumstances, care and feeding of families of employees assigned to the incident may be necessary.
- o Staff the logistics function as appropriate. Participate in development of the incident action plan. Provide input on resource availability, support needs, identified shortages and response timelines for key resources. Ensure communications plan is prepared. Ensure incident responder medical care plan is prepared.
- o Ensure coordination between logistics staff and other incident staff.

Finance Chief

Finance and Logistics are combined into one position unless separate chiefs are designated by the IM. The Finance Chief is responsible for all financial and cost analysis tasks associated with the incident. The two functions may be separated and assigned to different managers during large incidents.



Emergency Response Phase Checklist

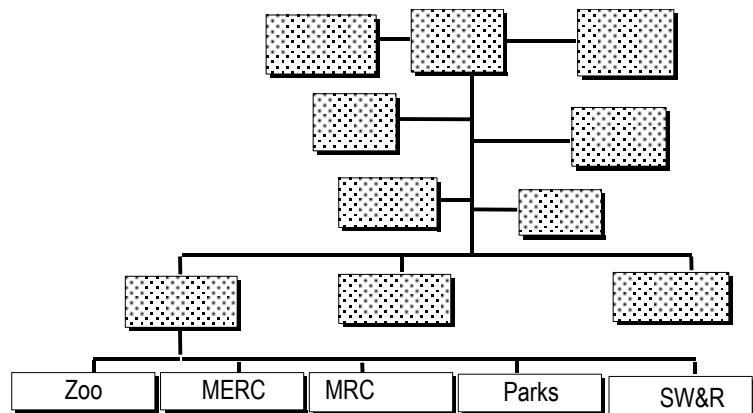
Read this entire checklist

- o Obtain briefing from the Incident Manager. Determine scope of potential financial requirements, potential for rental or contract services and potential for legal claims arising from incident activities.
- o Organize and appropriately staff section as appropriate, identifying personnel activated to provide finance services and their locations.
- o If emergency is severe, resulting in federal aid, ensure that all incident staff are notified to track personnel, services and equipment costs in accordance with federal disaster assistance guidelines.
- o Identify financial requirements for planned and expected operations, including any contractual or informal service agreements that have been activated.
- o Establish a single charge code or budget line item against which all costs of operations will be charged. Ensure that all personnel are advised.
- o Facilitate necessary adjustments to agency funds to cover costs, obtaining written policy direction through the Incident Manager as necessary.
- o Attend planning meetings and assist with development of incident action plan in relation to financial and cost-analysis needs; summaries on labor, materials and services costs; and forecasts on costs to complete operations.

- o Ensure completeness of documentation including labor costs with rates and hours worked for response personnel, subcontractors and consultants, and equipment rentals with breakdown of rates and hours.
- o Assist logistics in resource procurement. Assist Planning Section with damage assessment pertaining to Metro facilities. Obtain documentation related to potential claims for property damage or personnel injury, including volunteers.
- o Coordinate with other incident staff to ensure all sections are submitting time records related to the incident. Request copies of all invoices. Assist in accident investigation as requested.
- o Document all actions in incident journal.

Operations Branch Directors (Facility Managers)

Facility Managers serve as Metro's Operations Branch Directors when the emergency management organization is fully activated. The Operations Branch includes managers of the Zoo, MERC, Regional Center, Parks and REM. Branch Directors are responsible for implementing the incident action plan relating to their facilities, reporting on the progress of operations, and providing information on the status of resources assigned to them.



Emergency Response Phase Checklist

- o Read this entire checklist.
- o Obtain briefing from the Incident Manager (IM), Crisis Management Team Coordinator or Operations Section Chief. Determine resources assigned to your facility and response activities there.
- o Review assignments for all facility personnel, including the Emergency Response Team. If modification is required, provide information to the Operations Chief or IM. Determine the level activation of Metro's Crisis Management Team (CMT). You are a member of the CMT.
- o With subordinates, develop alternatives for facility control operations.
- o Attend meetings at the request of the Incident Manager or Operations Chief. Assign specific tasks to facility personnel, including group supervisors (MERC's facility managers).
- o Resolve problems reported by subordinates:
 - * Assess communications needs.
 - * Ensure personnel receive adequate food, liquid and rest.
 - * Request additional resources through approved channels.
- o Report to Operations Chief whenever:
 - * Incident action plan is to be modified.
 - * Additional resources are needed.
 - * Surplus resources are available.
 - * Hazardous situations or significant events occur.
- o Coordinate activities with other facility (branch) directors.

Metro

Emergency Operations Plan

Section D: Emergency Forms

Metro Emergency Management Organization Meeting Notification

TO: _____

From: _____

The Metro Emergency Management Crisis Team has been activated. Please make immediate arrangements to attend an Incident Command Team meeting:

- **Date** _____
- **Time** _____
- **Location (and room Number)** _____

Please acknowledge receipt of this message by

contacting _____ **via** _____.
(name) (phone/email/messenger)

Situation Summary

Date & Time of Described Status _____

Event:

1. Situation Assessment

a. Areas affected/threatened

Please use computer, typewriter or hand print the information requested here.

Metro Emergency Management Organization

Situation Summary # _____

Date & Time of Described Status _____

***** INFORMATION ADDED OR CHANGED SINCE LAST REPORT IS UNDERLINED. *****

Event:

1. Situation Assessment
 - a. Areas affected/threatened
 - b. Current status
 - c. Projected status
2. Major Incidents
3. Major Problems
4. Response/Recovery Priorities
5. Resources/Support Currently Assigned to Incident (Name Agency/Individuals)
 - a. Law Enforcement
 - b. Fire
 - c. Emergency Medical
 - d. Metro (other than facility personnel or equipment)
 - e. Other public agency
 - f. Private (contracted)
 - g. Private (volunteered)
6. Resources/Support Previously Requested But Not Received
7. Projected Requests for Resources/Support
8. Date/Time of Next Report

Attachments:

1. Map(s) of facility/affected areas
2. Damage Assessment Form (ATC-20 Rapid Evaluation)

Major Incident Report

To be used to report incident(s) that may significantly affect operations, or require additional response resources, or which may affect incoming response personnel.

1. From: (Name/Organization/Telephone)	2. To: 	Date & Time:
4. Incident: Type/Location/Date & Time: 		5. Facility
6. Description of Incident: 		
7. Impact of Incident (Describe how incident affect functions)		
7a. Communications: 		
7b. Fire & Rescue: 		
7c. Law Enforcement: 		
7d. Medical/Public Health: 		
7e. Transportation: 		
7f. Care & Shelter of Public/Employees: 		
7g. Utilities: 		
8a. Prognosis: No Change <input type="radio"/> Situation Worsening <input type="radio"/> Situation Improving <input type="radio"/>	8b. Why? 	
9. Personnel & Equipment Committed: 		
Personnel & Equipment Required: 		
Comments: 		
1. Incident Name:	2. Type of Incident:	3. Cause:

4. Location/Facility:		5. Public Safety Incident Commander		6. Start Time	7. End Time
8. Areas of Facility Involved:			14. Areas Evacuated:		
9. Agencies/Resources Committed:			15. Shelter Centers:		
10. Casualties					
A. <u>Public</u> a. Injuries		B. <u>Incident Personnel</u> a. Injuries			
b. Fatalities		b. Fatalities			
11. Damage Estimates A. Metro \$		B. Other \$			
12. <u>Hazards:</u> Type		Period		17. Transportation Status	
				18. Miscellaneous	
13a. Current Weather		19. PIO		Phones	
		20. Prepared By		Date & Time	
13b. Forecast Weather		Approved By			

Building Safety Assessment Form

Facility:

Name: _____

Bldg.: _____

Address: _____

Inspector:

Name: _____

Division/Affiliation: _____

Inspection Date: _____

Mo/day/year: _____

Time: _____ am pm

Instructions: Examine the building to determine if any hazardous conditions exist. A "yes" answer in categories 1,2, or 4 is grounds for posting the building "UNSAFE" and prohibiting entry. If condition of building is suspected to be unsafe and more review is needed, check the appropriate "Unknown" box(es) and post "LIMITED ENTRY". A "yes" answer in category 3 requires posting and/or barricading to indicate "AREA UNSAFE". Explain "Yes", and "Unknown" findings and extent of damage under "Comments" and attach additional pages as needed. Use sketch area on reverse side of this form, if desired.

Checklist:**Hazardous Condition Exists****Condition:****Yes****No****Unknown****Comments****1. Structure Hazardous Overall**

Collapse/partial collapse

☐☐☐

Building or story leaning

☐☐☐

Other _____

☐☐☐**2. Hazardous Structural Elements**

Foundations

☐☐☐

Roof/floors (vertical loads)

☐☐☐

Columns/pilasters/corbels

☐☐☐

Diaphragms/horizontal bracing

☐☐☐

Moment frames

☐☐☐

Precast connections

☐☐☐

Other _____

☐☐☐**3. Nonstructural Hazards**

Parapets/ornamentation

☐☐☐

Cladding/glazing

☐☐☐

Ceilings/light fixtures

☐☐☐

Interior walls/partitions

☐☐☐

Elevators

☐☐☐

Stairs/exits

☐☐☐

Electric/gas

☐☐☐

Other _____

☐☐☐**4. Geotechnical Hazards**

Slope failure/debris

☐☐☐

Ground Movement, fissures

☐☐☐

Other _____

☐☐☐

(over)

This form has been adapted from forms developed by the Applied Technology Council (ATC-20).

Metro

Emergency Operations Plan

Section E: Resource Directory

Part 1: Contact Information

Part 2: Emergency Contact Procedures

Part 3: Emergency Command Centers

**Part 4: Emergency or Crisis Situation Media
Contact Procedures**

Part 5: Resource Equipment Inventory

Part 1: Contact Information

To activate the EOP, contact the Crisis Management Team Coordinator or alternate.

1. Facility 24-hour emergency numbers:

Facility:	24-Hour Phone:	Business Hours Phone:	Fax:
Zoo	503 913-8701 Security Cell	503 226-1561 Ext. 5300	503 525-4235
Metro Regional Center	503 797-1800	503 797-1800	503 797-1797 or 503 797-1799
Oregon Convention Center	503 731-7849	503 235-7575	503 235-7417
PCPA: Schnitzer		503 248-4335	503 274-7490
PCPA : Civic Auditorium		503 248-4335	503 274-7490
PCPA: Performing Arts		503 248-4335	503 274-7490
Portland Expo Center		503 736-5200	503 736-5201
Metro Central	Scalehouse	503 223-6775	503 223-7924
Metro South		503 657-2874 / 503 655-0750	503 650-1385
Scalehouse Aaron Pruitt	503 542-2420 - Cell	503 920-4414	pruitta@metro.dst.or.us
St. John's Landfill		503 286-9615	503 289-9531
Blue Lake Park		503 665-4995 or 503 665-6918	503 491-1385 or 503 491-1868
Oxbow Park		503 663-4708	503 663-5448

2. Crisis Management Team Contact Information

Crisis Management team Coordinator and Safety Officer

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Bill Jemison	503 797-1622	503 797-1796	503 282-0329	503 998-5793 T-Mobile	moggie@europa.com jemisonw@metro.dst.or.us	3815 NE 17 th Ave. Portland OR 97212
Kim Liebich	503 797-1853	503 797-7195	Use Cell # or 503 301-4861	360 281-9037 Sprint	chesterbk@comcast.com liebichk@metro.dst.or.us	6315 N. Denver Ave Portland, OR 97217
Terri Dill-Simpson	503 220-5746	503 525-4235	503 233-9341	503 320-5897 Verizon P503 813-9492	terridillsimpson@aol.com simpsont@metro.dst.or.us	3235 SE Ash St. Portland OR 97214

Incident manager

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Michael Jordan	503 797-1541	503 797-1793	503 266-5009	503 804-5786 503 266-1776	Jordanm@metro.dst.or.us	2319 N. Maple, Canby, OR 97013
Mike Hoglund	503 797-1743	503 797-1795	503 892-7323	503 407-2825 Verizon	hoglundm@metro.dst.or.us m.hogie@comcast.net	2414 SW Nebraska St., Portland, OR 97239
Bill Stringer	503 797-1908	503 797-1791	503 327-8889	503 380-8215 T-Mobile	Stringerb@metro.dst.or.us wstring@ix.netcom.com	6002 N Boston Ave. Portland, OR 97217
Tony Vecchio	503 220-2450	503 226-6836	503 977-0724		Vecchiot@metro.dst.or.us	7612 SW Florence Ln Portland OR 97223

Joint Command

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
To be appointed						

Legal Advisor (Metro Attorney)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Dan Cooper	503 797-1528	503 797-1792	503 233-6711	503 515-9738 T-Mobile	cooperd@metro.dst.or.us Bugacooper@aol.com	1964 SE 24 th Ave. Portland OR 97214
Marv Fjordbeck	503 797-1533	503 797-1792	503 293-1223	503 936-6690 Verizon	mdflxs@msn.com fjordbeckm@metro.dst.or.us	4544 SW Pomona St Portland OR 97219
Alison Kean Campbell	503 797-1511	503 797-1792	503 226-3474	503 502-4396 Verizon	alisonbruce@comcast.net campbella@metro.dst.or.us	1051 SW Ardmore Ave. Portland, OR 97205

Liaison

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Terri Dill-Simpson	503 220-5746	503 525-4235	503 233-9341	503 320-5897 Verizon P503 813-9492	terridillsimpson@aol.com simpsont@metro.dst.or.us	3235 SE Ash St. Portland OR 97214
Kim Liebich	503 797-1853	503 797-7195	Use Cell # or 503 301-4861	360 281-9037 Sprint	liebichk@metro.dst.or.us chesterbk@comcast.com	6315 N. Denver Ave Portland, OR 97217
Rory Greenfield	503 223-5920	503 223-8020	503 331-6918	503 819-2045 Nextel	greenfieldr@metro.dst.or.us anr@teleport.com	3552 NE Tillamook St., Portland, OR 97212

Policy Group

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
David Bragdon	503 797-1889	503 797-1793	503 235-1358	503 997-6875	Davidlbragdon@aol.com bragdond@metro.dst.or.us	3333 SE Morrison, Portland, OR 97214
Deputy President: Rex Burkholder	503 797-1547	503 797-1793	503 282-7472	503 317-9037 T-Mobile	rexburkholder@comcast.net burkholderr@metro.dst.or.us	1912 NE 11 th Ave. Portland, OR 97212

Public Information Officer

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Karen Kane	503 797-1942	503 797-1799	503 287-3619	503 680-0691 Verizon	Kmkane123@aol.com kanek@metro.dst.or.us	4045 N Massachusetts Portland, OR 97227
Jon Coney	503 797-1697	503 797-1799	503 282-4524	503 544-1276	Coneyj@metro.dst.or.us	
Kate Marx	503 797-1505	503 797-1799	503 797-1505	503 504-0450	Marxk@metro.dst.or.us	

Internal Information Officer (Human Resources)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Ruth Scott	503 797-1572	503 797-1798	503 762-5802	503 502-0086	DBiedermann@msn.com scottr@metro.dst.or.us	7625 SE 111 th Ave. Portland OR 97266
Kevin Dull	503 797-1786	503 797-1798	503 502 3092 Verizon	503 319-6558 Verizon	Dull01@comcast.net Dullk@metro.dst.or.us	20097 SW 54 th Terr Tualatin, OR 97062
Karol Ford	503 797-1576	503 797-1798	503 543-5444	503 880-9325 ATT	karol.ford@opusnet.com fordk@metro.dst.or.us	32843 NW View Terrace Pl Scappoose, OR 97056

Finance & Logistics Chief

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Margo Norton	503 797-1934	503 797-1791	503 282-7869	503 593-5079 Cingular	nortonmargo@aol.com nortonm@metro.dst.or.us	3915 NE Alameda Portland, OR 97212
Don Cox	503 797-1632	503 797-1791	503 284-0486	503-547-3229	Coxvikingsmen@aol.com cox@metro.dst.or.us	5421 NE Wasco Portland OR 97213
Karla Lenox	503 797-1821	503 797-1791	503 292-4821		jehaller@teleport.com lenoxk@metro.dst.or.us	9745 SW Inglewood Ct. Portland, OR 97225

Operations/Planning Chief

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Bill Stringer	503 797-1908	503 797-1791	503 327-8889	503 380-8215 T-Mobile	wstring@ix.netcom.com Stringerb@metro.dst.or.us	6002 N Boston Ave. Portland, OR 97217
Mike Hoglund	503 797-1743	503 797-1795	503 892-7323	503 407-2825 Verizon	hoglundm@metro.dst.or.us m.hogie@comcast.net	2414 SW Nebraska St., Portland, OR 97239
Teri Dresler	503 797-1790	503 797-1849	503 249-8126	503 860-3478 Verizon	tdresler@msn.com Dreslert@metro.dst.or.us	1616 NE 58 th Ave. Portland, OR 97213

IT Branch (Information Technology)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Rachel Coe	503 797-1605	503 731-1936	503 848-0364	503 970-0095 Sprint	Rachel.coe@verizon.net coer@metro.dst.or.us	17885 SW Zenith Pl Beaverton, OR 97007
John Miller	503 797-1677	503-797-1936	503-245-4960	503-866-6518 Cingular	miller@clark.edu millerj@metro.dst.or.us	8959 SW Boones Ferry Rd., Portland, OR 97129

Metro Regional Center Branch

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Brian Phillips	503 797-1815	503 797-1796	503 785-0595	503 969-6266 Nextel	Phillipsb@metro.dst.or.us	6590 SE Vernelda St. Milwaukie OR 97267
Gary Sieberg	503 797-1801	503 797-1796	503 244-4604	503 969-6267 Nextel	Siebergg@metro.dst.or.us	11203 SW 66 th Portland OR 97223
Thomas Thornton	503 797-1624	503 797-1796	503 231-4909	503 969-6270 Nextel	ThorntonT@metro.dst.or.us	1223 NE 75 th Ave Portland OR 97213
Front Security desk	503 797-1800	503 797-1796				1223 NE 75th Ave, Portland, Or 97213

MERC Branch (MERC general Manager)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Kathy Taylor	503 731-7847	503 731-7870	503 234-2730	503 709-3598 Cingular	Kathy@key-point.com KathyTaylor@Mercvenues.org	18753 Indian Creek Dr. Lake Oswego, OR 97035
Jeff Blosser	503 235-7583	503 235-7417	503 644-7273 AT&T (Cingular)	503 572-7721 Nextel	jgolffreak@aol.com JeffBlosser@Oregoncc.org	8425 SW 152 nd Ave., Beaverton, OR 97007

MERC Facility Directors – If you are unable to contact the MERC GM, contact appropriate facility Director

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Expo Primary Chris Bailey	503 736-5202	503.736.5201	503 624-7802	503 312-2767 Verizon	ChrisBailey@Oregoncc.org	8196 SW Ashford St Tigard, OR 97224
Expo Alternate Randy Downs	503736-5204	503.736.5201	503 645-5269	503 734-7138	randydowns@expocenter.org	20610 NW Yoncalla Ct., Portland, OR 97229
Expo Alternate #2 Matthew Rotchford	503 736-5203	503.736.5201	503 282-4038	503 484-8580	mpr@Oregoncc.org	5127 NE 30 th , Portland, OR 97211
Expo Alternate #3 Jim Caldwell		503 736-5201	503 667-7511	503 307-0008	jimcaldwell@expocenter.org	365 2 nd St. Fairview, OR 97240
PCPA Primary: Robyn Williams	503 274-6565		503 235-3113	503 740-5028	RobynWilliams@Oregoncc.org	1647 SE Insley Portland, OR 97202
PCPA Alternate: Don Scorby	503 274-6576	503 796-6507	503 246-2606	503 260-1676	zeezeit@aol.com DonScorby@Oregoncc.org	7545 SW Heather Ct., Portland, OR 97223
OCC Primary: Jeff Blosser	503 235-7583	503 235-7417	503 644-7273 AT&T (Cingular)	503 572-7721 Nextel	jgolffreak@aol.com JeffBlosser@Oregoncc.org	8425 SW 152 nd Ave., Beaverton, OR 97007
OCC Alternate #1: Karen Totaro	503 731-7901	503 235-7417	503 525-6956	503 572-7734 Nextel	karentotaro@oregoncc.org	5925 SE Tibbets St. Portland OR 97206
OCC Alternate #2: Mike Brown	503 731-7872	503 235-7806	360 666-6778	503 572-8011	Mikebrown@Oregoncc.org	

Parks Branch (Parks Director)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Jim Desmond	503 797-1914	503 797-1849	503 235-4257	503 757-4257 503 539-7131	ecwjd@imagina.com desmondj@metro.dst.or.us	1805 SE 23 rd Ave., Portland OR 97214
Teri Dresler	503 797-1790	503 797-1849	503 249-8126	503 860-3478 Verizon	tdresler@msn.com Dreslert@metro.dst.or.us	1616 NE 58 th Ave. Portland, OR 97213
Dan Kromer	503 797-1844	503 797-1849	503 657-4474	503 539-7086	Kromerd@metro.dst.or.us	1112 John Adams Oregon City OR 97045
Jim Lind	503 663-4708			503 310-8645	lindj@metro.dst.or.us oxbow@teleport.com	3010 SE Oxbow Parkway Gresham OR 97080
Jim Morgan	503 797-7127	503 797-1849	503 288-1374		morganj@metro.dst.or.us	2205 NE 44 th Ave. Portland OR 97213

Planning Department

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Andy Cotugno	503 797-1763	503 797-1930	503 236-4841	503 404-4143	cotugnoa@aol.com cotugnoa@metro.dst.or.us	1706 SE 35 th Ave. Portland OR 97214
Jenny Kirk	503 797-1812	503 797-1749	503 772-3585	503 522-4130 Verizon	jennyk107@aol.com kirkj@metro.dst.or.us	5003 SE 45th Portland OR 97206
Richard Brandman	503 797-1749	503 797-1930	503 287-3998	503 522-9611 971 219-1779	rbrandman@earthlink.net brandmanr@metro.dst.or.us	2921 NE 32 nd Place Portland OR 97212
Mark Bosworth	503 797-1583	503 797-1909	503 249-5700		bosworth@metro.dst.or.us	3552 NE Hancock Portland OR 97212

Solid Waste and Recycling Branch (SW & R Director)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Mike Hoglund	503 797-1743	503 797-1795	503 892-7323	503 407-2825 Verizon	hoglundm@metro.dst.or.us m.hogie@comcast.net	2414 SW Nebraska St. Portland, OR 97239
Janet Matthews	503 797-1826	503 797-1795	503 788-4432		mattewspdx@comcast.net Matthewsj@metro.dst.or.us	4234 NE Henderson St. Portland, OR 97206
Jim Watkins	503 797-1699	503 797-1795	503 256-5016	503 412-9123	syrano@juno.com watkinsj@metro.dst.or.us	1174 NE 73 rd Portland, OR 97213

Debris Management

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Bryce Jacobson	503 797-1663	503 797-1795	503 282-5989	503 617-7686	jacobsonb@metro.dst.or.us	4415 NE Thompson Portland OR 97213
Scott Klag	503 797-1665	503 797-1795	503 284-6101		klags@metro.dst.or.us	2407 NE 18th Portland OR
Chuck Geyer	503 797-1691	503 797-1795	503 282-3895		geyerc@metro.dst.or.us	

Jim Quinn SW & R pager 503 957-2150. Jim can provide advice on hazardous waste related questions.

Zoo Branch (Zoo Director)

Name	Work	Fax	Home	Cell# & Carrier	Home/Work Email	Address
Tony Vecchio	503 220-2450	503 226-6836	503 977-0724	503 804-2343	Vecchiot@metro.dst.or.us	7612 SW Florence Lane Portland OR 97223
Mike Keele	503 220-2445	503 226-0074	503 203-8385	503 888-3643 T-Mobile	sandmkeele@comcast.net keelem@metro.dst.or.us	3627 NW Chapin Dr. Portland OR 97229
Carmen Hannold	503 525-4252	503 226-6836	503 771-4714	503 380-4451 T-Mobile	hannoldfam@aol.com hannoldc@metro.dst.or.us	2122 SE 135 th Ave. Portland, OR 97233
Terri Dill- Simpson	503 220-5746	503 525-4235	503 233-9341	c503 320-5897 Verizon p503 813-9492	terridillsimpson@aol.com simpsonst@metro.dst.or.us	3235 SE Ash St. Portland OR 97214

Additional Contact Information:

Cell phone text messaging info:

Cingular <http://www.cingularme.com/do/public?l=en-US&v=cingular>

Nextel <http://messaging.nextel.com/cgi/iPageExt.dll?buildIndAddressPage&entry=1>

Sprint <http://messaging.sprintpcs.com/textmessaging/compose>

T-Mobile https://wmg.tmomail.net/customer_site/jsp/messaging_lo.jsp

Verizon http://www.vtext.com/customer_site/jsp/messaging_lo.jsp

If the individual is known to not receive text messages, the cell provider was listed with double slashes (eg Cingular)

Notes on wireless providers: 1) AT&T wireless was purchased by Cingular. 2) Sprint and Nextel merged.

Other Phone Numbers:

Oregon State Police Northern Communications Center Salem 503-375-3555

Oregon State Police Southern Communications Center Central Point 541-664-4600

Federal Bureau of Investigation - Oregon Region Portland 503-224-4181

Oregon Emergency Response System (OERS) Salem 1-800-452-0311

United State Coast Guard - Emergency Center Portland 503-240-9311

Federal Aviation Administration - Security Division - Emergency only Seattle - 425-227-1999

US Federal Protective Service - Emergency Center National 1-888-280-3405

Part 2: Emergency Activation & Contact Procedures

A. Activation Procedures:

The EOP may be activated by:

1. Council President,
2. COO or Incident Manager
3. Department directors
4. Facility directors, or
5. CMT & Safety Coordinator.

Why activate the EOP?

Events requiring assistance beyond the scope of the department/site; events resulting in significant loss of life or property damage; events causing significant interruption of ongoing operations; extensive negative publicity or events effecting multiple sites are all reasons to request activation.

To activate the EOP, please contact:

1. Contact the Crisis Management Coordinator (CMT) or alternate.

Note: Include a brief description of the situation and assistance required.

The initial EOP meeting will likely occur within 30 minutes to 6 hours of event occurrence (or request for EOP activation).

B. Crisis Management Team Members will be notified of EOP implementation by:

1. Email (home and work)
2. Work telephone voicemail
3. Cell phone/pager
4. Home phone
5. Message posted at MRC (or OCC or Oregon Zoo)
6. Messenger

Part 3: Emergency Command Centers

1. Metro Regional Center room 370 A/B
2. Oregon Convention Center (go to the OCC offices for direction)
3. Oregon Zoo (go to Main entrance Security for direction)

Part 4: Emergency or Crisis Situation Media Contact Procedures

GENERAL INFO FOR ALL STAFF

The main role of the Public Affairs and Government Relations staff in an emergency is to expedite the orderly and accurate dissemination of information to the media. Emergencies range from minor events to catastrophes, and can impact one site or an entire region. The Public Affairs and Government Relations staff will take its direction from the Incident Manager or Crisis Management Team Coordinator and will plan communications accordingly. The following is a general plan for such communications.

All members of the Public Affairs and Government Relations staff are responsible for remaining alert to potential areas of crisis as well as planning action to be taken when a crisis occurs.

The following procedures should be followed in the event of an emergency or crisis situation in which the media becomes or potentially becomes involved.

All calls from the media are to be directed to Karen Kane in the Public Affairs and Government Relations office (office, pager and home numbers are listed below).

For reasons of accuracy and consistency, the PA&GR spokesperson will determine which personnel are authorized to disseminate information. No staff member should make any statements whatsoever.

Contacting the Public Affairs and Government Relations staff is critical to ensure that appropriate information is disseminated and that it is accurate and consistent.

The Public Affairs and Government Relations office will:

- provide timely and accurate information and direction to the media and to those affected by the situation;
- compose its information and message to reduce rumor and uncertainty;
- maintain Metro's credibility and minimize any negative impacts or damage to its reputation.

All other employees will:

- avoid contact with news people during emergencies;
- pass on the name and contact information of a reporter to the Public Affairs and Government Relations staff, if one should reach a staff member or volunteer during the emergency;
- be especially alert about photographs. If you see anyone taking pictures and who is not in the company of a member of the Public Affairs and Government

Relations staff, please alert a member of the staff. NOTE: We cannot control photography taken in public areas or on public property, but it is still best to alert the PA staff if you notice anyone taking photos.

Contacts:

Name	Department	Office	Home	Mobile
Karen Kane	Pub. Affairs and Gvt Rel	797-1942	287-3619	503 680-0691
Jon Coney	Pub. Affairs and Gvt Rel	797-1697	282-4524	544-1276
Heather Kent	Parks and Greenspaces	797-1739	503 335-8498	503 860-6745
Jan O'Dell	Solid Waste & Recycling	797-1599	503 288-2533	503 952-6028
Julie Reed	MERC	731-7838	236-1815	312-8459

REMAIN CALM

**EMERGENCY PROCEDURES FOR PUBLIC AFFAIRS AND
GOVERNMENT RELATIONS STAFF**

Before speaking with the media:

1. Assess the situation in a calm manner, including risk assessment (legal, reputation, etc). Remember that each crisis or emergency will require a unique response. The extent of the response will depend on the nature of the situation. Possible response strategies include:
 - Immediate: Volatile press inquiries/speculation requiring immediate attention (situation related to public safety such as bomb threats, fires, chemical spills, or earthquakes);
 - Anticipated: Possible inquiries which may arise as a result of scheduled events (VIP visit, weather related problems, world events to which we may be asked to respond);
 - Planned: Pre-determined opportunities requiring advance or timely notification of targeted media through announcements or releases (changes in administration, new rulings, etc).
2. The Public Affairs and Government Relations staff member will confer as soon as possible with the Chief Operating Officer concerning the policy to be followed, the coordination of media strategy, statements to be made, or additional staff to be activated.

3. Gather all information about the situation. When appropriate, speak with the “incident commander” or person in charge and do so out of range of the media. Maintain contact with that person as appropriate throughout the situation in a manner most convenient and/or secure (in person, land line, cell phone, a secure internal radio system). Be careful when relaying information to the media, in some circumstances, incorrect or rushed reporting could cause insurance, legal liability or other problems later.
Information to report may include:
 - What happened? How? When?
 - How did “name of agency” respond?
 - Have police been called? Fire department?
 - Who or what audiences are affected by this?
 - The current status of the crisis.
 - In the case of injuries and/or deaths – number of injuries and deaths (only if you know, don’t speculate); have injured been sent to the hospital? Are there any reports as to their condition?
 - Extent of damage – if you know, report in general terms, do not give dollar amounts. What is damaged, seriously damaged, nearly destroyed, burned, fallen, etc.
 - In the case of a fire or bomb threat, has the area been cleared of staff, visitors, and other unauthorized individuals?
 - In case of theft or vandalism: what was stolen? When? Where? Don’t report value unless it is verified.
4. During a crisis, a Metro Emergency Operation Center may be established, however, in a severe situation, a communications may also be necessary to give appropriate personnel a private and secure place to meet and discuss media matters. This area should have access to telephone and computer lines.
5. Determine if other agencies (fire, emergency, police) will be or have been contacted by the media, and determine what, in any, information these agencies may have already distributed. Contact and work with other agency Public Affairs staff members to agree upon who will be the main contact. Inform the media immediately of the name of your spokesperson(s).
6. Choose an appropriate spokesperson and alternate spokesperson with knowledge and credibility regarding the situation, or determine if a written statement is most appropriate. If possible, have the COO serve as spokesperson, with an additional person to support her/him if technical or highly detailed information is shared. Most important, those being interviewed must be calm and comfortable.

7. Take notes on everything you see and hear. Log all events during the crisis, including questions asked by the media and responses given. The notes will help maintain accuracy and provide reference in the future. The notes are for Public Affairs use in relation to media work, not for legal purposes or internal security documentation. You may wish to contact MOBA Media for monitoring of all media stories.
8. Remember that the media is there to inform the public, and they are your only voice to the public. Treat members of the media with respect and courtesy. Because the media monitors police, fire and emergency radios, they likely will have either more or different information than you will. Listen to any information they give you, but verify what they tell you before you agree to any facts. In an emergency situation, all facts should be shared with all media; there is no exclusive in a crisis story.
9. In preparing your response, determine the content of your message, the amount of information you will distribute and how you plan to compose the message. If you are unable to answer any questions, tell the media why. They generally know the legal liabilities you may be under, and though they may push for an answer, will relent when you continue to refuse. If necessary, consult the COO, a risk management officer or Metro attorney before releasing information.
 - do not release name(s) without the permission of the parties involved;
 - do not release names of injured persons without knowledge that next of kin have been notified (the COO may be in touch with families of any injured or killed, providing them with factual information as quickly as possible, but only after either medical personnel or specially trained police officers have contacted the family);
 - do not allow news photographers to film in non-public areas without the permission of the parties involved;
 - take caution when sending internal emails – it is entirely possible for an “insider” to forward private information to the outside;
 - verify the source and credibility of your information before you share any of it with staff or the media.
10. Create speaking points for your spokesperson. Agree on what will and will not be said. If necessary, meet briefly to visualize what kinds of questions might be asked, write them down, and determine if and how those questions will be answered. Keep your spokesperson apprised of changes.
11. Conduct media interviews as quickly as possible; news of bombing, shooting, explosions, threats from severe weather, chemical spills, hostage situations, child abduction, etc. spreads very quickly. Failure to respond to the media can hurt your credibility or cause the agency to appear at fault. Be pre-emptive, not reactive. If necessary, verify the basic information and answer questions quickly, but do not speculate, and follow up with more detailed information in a timely manner. Determine if one-on-one interviews are best, or if a news conference

format is most appropriate (number of reporters, extent of situation, amount of confirmed information, ability to discuss situation with minimum liability, etc are deciding factors). Maintain consistent contact with the media throughout the situation. If possible, allow the media into the area of concern once it has been cleared of all safety concerns. If it is not possible, and you are pressed for an answer as to why, be sincere and direct. You may also wish to send in a pool photographer to limit the number of people in any certain area. Work with the photographers on the scene to choose the best one, be sure they agree to share their tape.

12. Write and distribute a statement if the situation warrants. In some instances, a statement is best if there are still several unanswered questions. If media is on the site and wishes to be addressed directly, it is appropriate for the spokesperson to read a statement as written and then let the media know that they will be addressed again as further information is collected and verified. Remember to accentuate the positive without using it as a spin to cover the negatives – talk about past safety records, quick action of staff, etc.
13. If reporters arrive before you are ready to address them, choose a location and escort them to an area where they can gather and wait. Create a boundary if necessary (safety or access reasons), and move all unnecessary people behind the boundary. Escort photographers and reporters to the area in question when appropriate.
14. Prepare a statement for the security desk, receptionist and any staff that may need to address the public. If necessary setup an information hotline.
15. Inform all staff of the situation as soon as possible. Reassure staff that appropriate actions are being taken. Conduct follow up communication as needed.
16. In a severe situation, a daily news briefing may be necessary. Prepare your statements and/or talking points ahead of time.
17. Keep track of all reporters and media outlets you have addressed. Follow up with all, get feedback if appropriate.
18. Conduct a de-briefing of the situation as soon as possible; assess the process, the implementation, the outcome and any changes that should be made in the future. Plan for media follow up, which, depending on the severity of the situation, could extend for a year or more.

19. REMEMBER – REMAIN CALM

Sample statement

FOR IMMEDIATE RELEASE

CONTACT: (name)
(contact numbers)

Date of release

Headline—Insert primary message

Dateline (Portland, OR)— Two-three sentences describing nature of situation, where, when it happened.

Insert quote from COO or designee illustrating leadership and organization, concern for victims if necessary, reassurance that appropriate action is being taken, etc.

List primary actions being taken, agency's response to emergency, time of news conference(s) to be held, when agency might return to normal operating schedule, etc.

List actions that will be taken in the immediate future.

List contact information, ways to get more information, other resources, etc.

CHECKLIST

- _____ determine incident commander or person in charge
- _____ speak with Incident Manager or Crisis Management Team Coordinator to assess situation
- _____ gather all information and write it down, you may become too busy to remember it all. Verify info before disseminating
- _____ confer with Public Affairs staff from other any other agencies involved
- _____ make sure the Incident Manager or Crisis Management Team Coordinator and COO knows how to get hold of you – distribute telephone numbers
- _____ set up a command post if necessary
- _____ create boundary lines for media and public if necessary. Escort media as needed.
- _____ notify appropriate personnel – President, Councilors, board members, etc.
- _____ choose spokesperson and alternate spokesperson
- _____ discuss potential questions; create speaking points, statements, etc
- _____ keep notes of all activities, questions, answers, names of those involved, reporters, etc
- _____ conduct media interviews, news conference or distribute statement ASAP; maintain contact with media
- _____ prepare “script” for switchboard operator and necessary staff
- _____ inform staff of situation and steps taken to address the problem
- _____ read through crisis plan
- _____ conduct de-briefing

Part 5: Resource Equipment Inventory

Part 6: Facility Diagrams