Portland Bureau of Emergency Management

Annex A | Coordination, Direction and Control

Annex A | Coordination, Direction, and Control

I. Purpose

The Coordination, Direction, and Control Annex outlines the roles, responsibilities, and relationships between the Portland Emergency Coordination Center (ECC), the Disaster Policy Council (DPC), Incident Command, City bureaus, and local and regional partners during an emergency. It outlines who has the responsibility for setting strategies, tactics, and managing resources according to the size and complexity of an incident. This Annex supports the Basic Emergency Operations Plan (BEOP) and hazard-specific appendices. A Standard Operating Procedure (SOP) for the City ECC accompanies this document that details the positions, roles, and responsibilities for City ECC responders.

II. Scope

This Annex highlights the unique coordination role the City ECC plays during an emergency and the triggers that shift responsibility from one entity to another including Incident Commanders, Bureau Incident Command Posts (BICPs), the Portland Bureau of Emergency Communications (BOEC), the DPC, Multnomah County Emergency Operations Center (EOC), regional organizations (TriMet, Metro, Port of Portland, etc.), and private and non-governmental organizations. It applies to all City bureaus, offices, staff, and elected officials.

III. Objectives

The procedures outlined in this document are intended to facilitate the efficient, effective, and accountable administration of City services in an emergency:

- Clarifying roles and responsibilities of responding organizations in an incident or emergency.

- Maintaining active communications, coordination, and documentation among bureaus during an incident.

- Detailing the City's ECC function as a coordinating entity during an emergency It does this by identifying triggers for ECC activation, how responsibilities shift between the ECC and Incident Command at certain triggers, and outlining reporting requirements be each of the responding entities

IV. Situation and Assumptions

Portland faces numerous threats from natural and human-caused hazards. The Portland Bureau of Emergency Management (PBEM) plays a lead coordinating role with both City and regional entities to mitigate, respond to, and recover from any potential incident.

A. SITUATION

The city of Portland is the largest city and the center of commerce for the State of Oregon and is threatened by numerous hazards including frequent flooding, severe weather, and an impending major earthquake. PBEM is the City bureau responsible for preparing, organizing, and coordinating the city response to a disaster. PBEM maintains city

emergency plans as well as the City's ECC and the City ECC Responder programs. PBEM's authority comes from **City Charter- Title 3, Chapter 3.124**. During an emergency, it is imperative for the City's response to be comprehensive and coordinated to ensure the protection of life and property and transition to recovery efforts occurs rapidly.

B. ASSUMPTIONS

The following assumptions are applied to the Coordination, Direction, and Control Annex and should be considered throughout the document.

- The concepts in this Annex can be followed for all incidents, no matter the size or complexity.

- The operation level of the City ECC has no direct relationship to the status of an emergency declaration.

- City bureaus will conduct emergency response operations in a fashion consistent with the National Incident Management System (NIMS) and will exercise command of resources assigned to incidents in accordance with the Incident Command System (ICS).

- Individual bureau Continuity of Operations (COOP) plans complement this plan by describing how bureaus will continue essential functions.

V. Concept of Operations

The principles of this plan are applicable to all hazards. The plan is structured around the four emergency operational levels as stated in the BEOP: Routine Operations, Enhanced Operations, Partial Activation, and Full Activation. Each level corresponds to incidents of increasing complexity, resource demands, and coordination requirements.

A. ACTIVATION

The City ECC is activated when bureau responses require a single point of contact for resource management or to facilitate coordination with regional emergency management partners. The activation and staffing of the City ECC will reflect the current or expected needs of the particular incident or incidents and the resources available to initiate and sustain essential functions. The Mayor, PBEM Director, PBEM Operations Manager, or a bureau incident commander may activate the City ECC or change the operational level if any of the following conditions are met:

■ Engagement of multiple City bureaus or agencies from multiple jurisdictions beyond a single operational period.

■ Requests for assistance or support from regional emergency management partners.

■ Escalation or increasing demand for resources beyond the scope of routine operations, including the recall of off-duty staff.

■ The need to evacuate or displace residents or businesses, or otherwise restrict access to areas exposed to danger for other than routine purposes for periods of time sufficient to necessitate arrangements for shelter or care.

■ The need to support the City or regional Joint Information System (JIS) with operations beyond the routine scope of public information management.

■ Threats to the continuity of City operations, including extended disruptions to the power supply, transportation, or communications infrastructure.

■ Unavailability of one or more BICPs to oversee an otherwise routine event.

■ A request for resource or coordination support from an incident commander.

■ Redirection or reprioritization of resources allocated to an incident or event.

■ The need for an incident to be managed at a central location.

When the City ECC is activated, its primary roles are to establish and maintain situational awareness concerning an incident or event, assure coordinated response strategy, facilitate activation of the citywide Continuity of Operations (COOP) Plan, and implement resource tracking, ordering, and management citywide.

The City ECC will operate at the lowest level that meets the needs of the incident. If there is an incident or conditions that make an activation possible, PBEM will transfer to Enhanced Operations, monitoring the incident closely and ready to activate the ECC if necessary.

In addition to scale, the following characteristics of an incident influence the required activation level:

- Warning – prior knowledge of contributing factors to an incident, such as a storm forecast.
- Escalation – incidents that develop rapidly or that quickly exhaust or overwhelm available resources or require the commitment of more resources.
- Complexity – incidents accompanied by a significant volume of information or incidents with multiple responding bureaus.
- Duration – Incidents that extend beyond the initial operational period or multiple operational periods.

B. OPERATION LEVELS AND TRIGGERS

The ECC response is organized into operational levels with triggers to transition from one level to the other. Below is an overview of the operational levels with descriptions of the incidents or events that can spur a transition from one level to another.
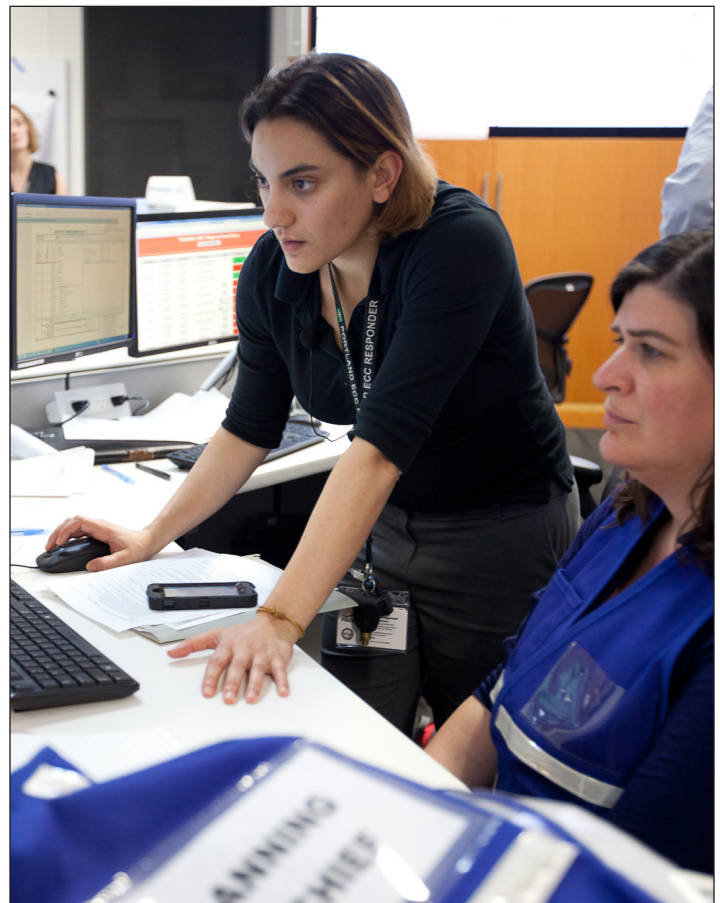
Routine Operations

This level describes the ordinary response of bureaus, agencies, and partners to incidents within their usual scope of authority and resource capacities. The operational response involves monitoring the situation for changes that would indicate a need for resources beyond those immediately available to the responders through normal channels and management. To ensure 24-hour availability and situational awareness, the PBEM Director has assigned qualified Duty Officers to:

- Monitor situations with the potential to escalate.
- Serve as the single point of contact for other bureaus and jurisdictions.
- Activate the ECC.

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Enhanced Operations

PBEM transitions to Enhanced Operations when incidents pose an escalation risk. The operational response includes facilitating situational awareness via Situation Status Reports distributed to the responding bureaus, the DPC, Emergency Management Steering Committee (EMSC), elected officials, and partner agencies. This operational level does not require staffing City ECC positions.

Partial Activation

The ECC transitions to Partial Activation with planned events or incidents that engage multiple bureaus, agencies, or partners operating near, at, or just beyond the limits of their usual capacity. The ECC role in such circumstances typically involves bureau coordination, resource ordering, prioritizing and allocating mission or task requests, and supporting situational awareness and decision-making.

The operational response at this level typically involves activation of the City ECC. Staffing for planned events will be task organized according to the lead bureau's Incident Action Plan (IAP). For incidents, a minimum staffing level would include Chiefs for the Operations, Planning, Logistics, and Finance Sections as well as responders[1] to fill positions in the Situation and Resource Units. The JIS may be activated, and other responders may be called in at the discretion of the IC or the ECC Manager. An ECC Manager will always be present in support of an IC to help manage the ECCfunctions and support

the responders. Operations often extend beyond a single operational period and may continue for several days or require 24-hour staffing.

Full Activation

This level corresponds with significant incidents that involve extraordinary damage or loss of life which call for response activities that will exhaust the capacity of responding bureaus or partners. Such incidents or events often necessitate the declaration of a state of emergency as provided in **Portland City Code Chapter 15.04.040**, but this is not a requirement.

The DPC assembles in response to incidents of this magnitude to make decisions concerning the overall strategy and objectives for the response and recovery. The PBEM Director supports the DPC.

At Full Activation, the City ECC transitions to centrally manage the response. This provides bureaus with a single point of contact to facilitate coordination with regional emergency management partners and other partner organizations. At the direction of the Mayor or DPC, the City ECC assumes incident command for the City's response. The City ECC Logistics Section would serve as the single point of contact for resource management of the entire response, superseding all subordinate logistics operations. The Planning Section is the point of contact for Incident Action Plans and Situational Status Reports. The Operations Section is the point of contact for the on the ground activities. The Finance Section will handle all financial related issues.

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1   An ECC Responder is someone trained ICS and completed the requisite City responder trainings and is on the City ECC responder roster.

VI. Roles and Responsibilities

The City uses the Incident Command System (ICS) and National Incident Management System (NIMS) as the guiding principles in formulating response. Below is an overview of the entities that fit into the ICS structure.

A. EMERGENCY MANAGEMENT STRUCTURE

Incident Commander (IC)

An Incident Commander is responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all operations at the incident site.[2] The IC is often a first responder at the incident location. As an incident escalates, the IC may move to a BICP or the City ECC, transferring on-site command to a qualified leader.

Bureau Incident Command Post (BICP)

A Bureau Incident Command Post is the location at which the tactical-level, incident command and bureau resource management functions are performed.[3] During emergencies, BICPs direct missions as well as manage bureau resources. It is assumed that a functioning BICP can be fully staffed with trained responders. If this is not the case, the City ECC may need to take an increased role during an incident. The Planning Section of the BICP will write Incident Action Plans (IAPs) and submit them to the ECC. In complex incidents that exhaust the resources of a BICP, the City ECC will assist in resource requests through mutual aid or other mechanisms such as emergency contracting with private companies. In the first operational period, or until the ECC is stood up, the BICP will manage their teams per normal emergency operations.

Unified Command (UC)

Unified Command is an organization established to oversee the management of multiple incidents that are each being handled by an ICS organization, or large or multiple incidents to which several Incident Management Teams have been assigned.[4] Unified Command works from the City ECC and is comprised of leaders from a cross section of responding bureaus depending on the nature of the incident. The BEOP lists the recommended bureaus to comprise the UC per incident. UC implements strategy and objectives set by the DPC.

Emergency Coordination Center (City ECC)

The City ECC is the centralized location for coordinating multiagency response to an incident. The City ECC supports on-scene response by facilitating emergency declarations, mobilizing resources, requesting assistance from county, state, and federal agencies, disseminating emergency public information, organizing and implementing large-scale evacuations, and providing decision-making support to elected officials. Although Portland has a dedicated location for the City ECC, it is a concept, not just a location, and can be located anywhere, including virtually.

When fully activated the City ECC is considered an operational extension of the Mayor's office. The City ECC will also be the primary point of contact for representatives from other agencies and

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2   FEMA Definition of Incident Commander
3   FEMA Definition of Incident Command Post

4   FEMA Definition of Unified Command

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jurisdictions, such as Multnomah County, the Oregon Office of Emergency Management (OEM), utility service providers, and the Federal Emergency Management Agency (FEMA). The ECC is run by
an ECC Manager, who is the principal advisor to the Incident or Unified Command. He or she supports the operations of both the facility and the ECC responders.

Disaster Policy Council (DPC)

The DPC is the policymaking body that advises the Mayor on efforts directed towards strengthening citywide mitigation, preparedness, response, and recovery capabilities. During an incident, the DPC sets citywide policy and strategy that are carried out by Incident or Unified Command. For example, the DPC may advise the Mayor to close city offices during a snow storm or declare a State of Emergency during a larger incident. The DPC's legal authority and responsibilities are established in City Code 3.125. The DPC has adopted a Response Objective Prioritization Worksheet as a decision-making tool. A copy if this worksheet is provided as Attachment 2.

Joint Information System (JIS)

The JIS provides an organized, integrated, and coordinated mechanism to ensure the delivery of understandable, timely, accurate, and consistent information to the public. The JIS is comprised of PIOs from the city or region who are coordinating messaging during an emergency. The JIS can meet virtually or gather at a central Joint Information Center (JIC). The City ECC has dedicated space for a JIC.

B. CITY BUREAUS

Bureau of Emergency Communications (BOEC)

BOEC is Portland's 9-1-1 center, working as dispatch for all of Multnomah County's emergency and non-emergency safety calls. BOEC will maintain normal operations throughout an emergency, coordinating with the City ECC through the Operations Section. BOEC also activates local mutual aid agreements for fire and law enforcement agencies. If the requested resources escalate beyond BOEC's capacity to fulfill from regional partners, BOEC will request City ECC activation. Once the City ECC is activated, BOEC will transfer the resource ordering for PPB and PF&R to the City ECC for the incident. BOEC will continue normal operations outside of the incident.

Other City Bureaus

City bureaus will be ICs or support bureaus during the corresponding incident as stated in the BEOP. All city bureaus will make staff available to be trained City ECC Responders and report to the City ECC, if called.

C. EXTERNAL ENTITIES

Multnomah County Emergency Operations Center (EOC)

The Multnomah County EOC coordinates county response to emergencies and is the link between Portland's ECC and the Oregon Office of Emergency Management (OEM). The County EOC utilizes a hybrid organizational structure that combines

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Emergency Support Functions (ESFs)[5] and the Incident Command System (ICS). The ESFs provide a way for organizing county-wide public, private and non-governmental capabilities in order to support emergency response operations throughout Multnomah County. Operational areas in which Multnomah County Departments has a lead role include; mass car and shelter, public health, animal services, managing unaffiliated volunteers and unsolicited donations. If the City ECC is activated, Multnomah County will co-locate at the City ECC by either sending a liaison or an ESF team necessary to incident response. If both the City ECC and County EOC are activated, liaison(s) from the city will be sent to the EOC and liaison(s) from the county will be sent to the City ECC.

Regional organizations typically coordinate their own operations during emergency response. During incidents or events impacting the City of Portland, these organizations may coordinate directly with City bureaus, the City ECC, or the County EOC based on the nature of the incident and the level of activation.

Private and non-governmental organizations (NGOs)

Private businesses and NGOs have a critical role in emergencies. When city resources are exhausted, Portland will look to execute contracts with private entities to provide additional goods and services needed for a response to an incident. NGOs often provide essential services during an emergency response. For example, the Red

Cross provides small and temporary shelters for displaced residents.

Private businesses and NGOs typically coordinate their own operations during emergency response. In circumstances where a private business or NGO is critical in response activities, liaisons from the organization(s) will work in the City ECC.

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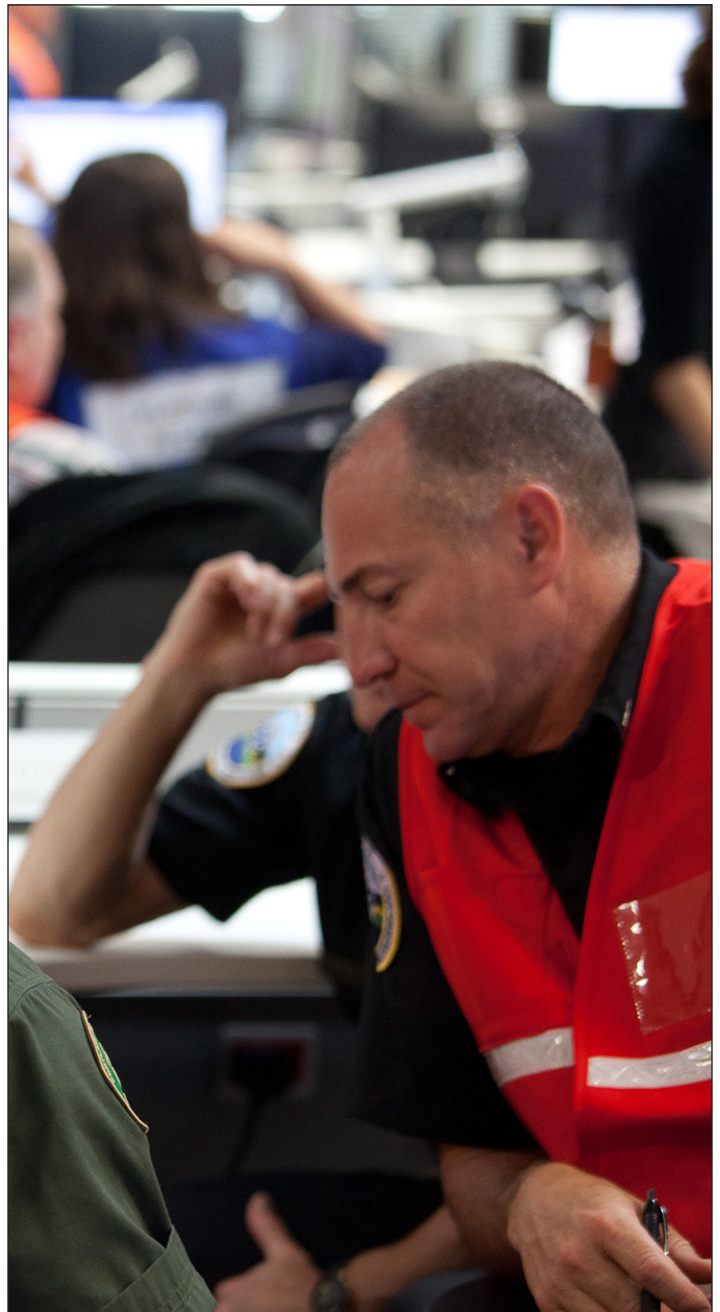
5   Emergency Support Functions (ESFs) is the grouping of governmental and certain private sector capabilities into an organizational structure to provide support, resources, program implementation, and services that are most likely needed to save lives, protect property and the environment, restore essential services and critical infrastructure, and help victims and communities return to normal following domestic incidents.

TABLE 1 | Roles and Responsibilities

Role	PBEM Enhanced Operations	Partial ECC Activation	Full ECC Activation
INCIDENT COMMANDER OR UNIFIED COMMAND	• Manages on-site tactics and resources. • Sets and meet response objectives. • Requests BICP or City ECC activation if additional resource ordering or coordination is needed beyond what can be provided on-scene. • In coordination with a bureau PIO, develops and executes a public information strategy.	• Sets response objectives. • Determines tactics and strategies to meet response objectives. • Monitors on-scene response to ensure objectives are met. • Works from a BICP. • In coordination with a bureau PIO, develops and executes a public information strategy.	• Sets Citywide strategic response objectives. • Assigns missions to BICPs and on-scene commanders. • Work from the City ECC. • Ensures response objectives are met. • Briefs the DPC on situation assessment, incurred costs and projected expenses. • Expends resources within the DPC approved budget. • In coordination with the lead bureau PIO or JIC, develops and executes a public information strategy.
BUREAU INCIDENT COMMAND POST (BICP)	• Maintains tactical control of bureau field units and resources. • Collects situation status, incurred cost and projected expense information. • Plans coordination meetings and inform PBEM Duty Officer. • Uses WEBEOC technological platform for information sharing. • Orders additional resources.	• Maintains tactical control of bureau field units. • Collects situation status, incurred cost and projected expense information and share with the City ECC. • Participates in coordination meetings. • Creates and sends IAPs to City ECC and BOEC. • Uses WEBEOC technological platform for information sharing. • Allows City ECC liaison to co-locate at BICP. • Submits resource requests to City ECC for scarce items or those which can be supplied from governmental mutual aid.	• Maintains tactical control of bureau field units. • Collects situation status information and share with City ECC. • Participates in coordination meetings. • Sends IAPs to City ECC. • Uses WEBEOC technological platform for information sharing. • Bureau designated ECC Responders report to the City ECC, when called. • Allows City ECC liaison to co-locate at BICP. • Submits resource requests to City ECC for scarce items or those which can be supplied from governmental mutual aid

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Role	PBEM Enhanced Operations	Partial ECC Activation	Full ECC Activation
PORTLAND BUREAU OF EMERGENCY COMMUNICATIONS (BOEC)	• Dispatches medical, police, and fire resources. • Sources additional medical, police, and fire resources from mutual aid, per their SOP.	• Dispatches medical, police, and fire resources. • Directs additional resource requests to the City ECC if it surpasses standing mutual aid agreements.	• Dispatches medical, police, and fire resources. • Sends a liaison to the City ECC. • Requests City ECC activation when IC requests or if PPB or PF&R resource requests surpass existing mutual aid resources.
CITY ECC	• PBEM activates City ECC and monitors incident (likely virtually). • Writes Situation Status Reports and distributes to partners. • Coordinates information flow between bureaus and stakeholders. • Participates in daily coordination meetings as outlined in SOPs or required to de-conflict information across bureaus. • Uses WEBEOC technological platform for information sharing. • Activates DPC if policy decisions or guidance is required.	• PBEM activates City ECC and staffs with trained City ECC responders. • If Incident Command is operating from a BICP, sends a liaison. • Coordinates DPC activation, on site or virtually. • Organizes daily coordination meetings as outlined in SOPs or required to de-conflict information across bureaus. • Prepares Situation Status Reports and distributes to partners. • Coordinates information flow between bureaus and stakeholders. • Uses WEBEOC technological platform for information sharing. • Sources resources from other bureaus, vendors, mutual aid or forward resource requests to higher government levels.	• PBEM activates City ECC and staffs with trained City ECC responders • Works with DPC to set strategy and sign Declaration of Authority. • Hosts Incident Commander or Unified Command. • Prepares Situation Status Reports and distributes to partners. • Coordinates collection and distribution of information between bureaus and stakeholders. • Organizes daily coordination meetings as outlined in SOPs as required to de-conflict information across bureaus. • De-conflicts IAPs from BICPS. • Coordinates missions through BICPs. • Uses WEBEOC technological platform for Uses WEBEOC technological platform for information sharing. • Sources resources from other bureaus, vendors, mutual aid or forward resource requests to higher government levels. • Submits Citywide strategic logistics requests to the County ECC.

Role	PBEM Enhanced Operations	Partial ECC Activation	Full ECC Activation
JOINT INFORMATION SYSTEM (JIS)	• PBEM PIO activates City and/or regional JIS to support lead PIO, if requested or as needed. • May work from Joint Information Center (JIC) at City ECC.	• PBEM PIO activates City and/or regional JIS to support lead PIO as needed. • May work from JIC at City ECC.	• PBEM PIO activates City and/or regional JIS to support lead PIO. • May work from JIC at City ECC.
DISASTER POLICY COUNCIL (DPC)	• Receives situation status report. • Activates if required to make policy decisions or provide policy guidance.	• Sets citywide policy, response objectives and guidance that are carried out by Incident or Unified Command.	• Sets citywide policy, response objectives and guidance that are carried out by Incident or Unified Command. • Advises mayor on whether to declare a local emergency. • Meets at City ECC. • Prioritizes scarce resources. • Makes and approve an incident budget.
MULTNOMAH COUNTY	• Coordinates with the City ECC on social service provision or other areas where the county has jurisdiction.	• Coordinates with City ECC on social service provision or other areas where the county has jurisdiction • Co-locates a liaison or appropriate ESF responders at the City ECC as dictated by the resources needed to address the emergency situation.	• Coordinates with City ECC on social service provision or other areas where the county has jurisdiction. • Facilitates City resource requests to the state. • Co-locates a liaison or appropriate ESF responders at the City ECC, if necessary.
REGIONAL PARTNERS (TRIMET/ METRO/PORT OF PORTLAND)	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, sources resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response. • Submits official resource requests for transportation, debris management, damage assessment or first responder assets to the ECC. All other requests should be submitted to the County.	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, sources resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response. • Submits official resource requests for transportation, debris management, damage assessment or first responder assets to the ECC. All other requests should be submitted to the County.	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, sources resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response. • Submits official resource requests for transportation, debris management, damage assessment or first responder assets to the ECC. All other requests should be submitted to the County.
PRIVATE SECTOR & NGOS	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, supplies resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response.	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, supplies resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response.	• Coordinates with City ECC for resource provision within existing mutual aid agreements. • If able, supplies resources to fill additional City resource requests. • Provides a liaison if close coordination will enhance incident response.

VII. City ECC Organization and Responsibility

This section provides a more detailed look at the functions of the City ECC during an emergency. The City ECC is managed under the ICS structure. For further detail, consult the BEOP, the City ECC SOP, and job aids for each of the individual positions.

A. NOTIFICATION

An operational change in the City ECC prompts an email to the DPC and Emergency Management Steering Committee (EMSC). The email should include the change in activation, the expected duration, and pertinent details such as key contacts during the incident and Situation Status schedules.

In certain instances, email notification lists to key emergency responders exist for specific incidents, such as flooding along Johnson Creek or activating emergency warming centers. If the City ECC must be activated with little or no notice, some City ECC responders will be called to report to the City ECC. If communications are not functioning, City ECC responders are trained to self-deploy to the City ECC on major incidents.

B. INFORMATION MANAGEMENT

The flow of information into and out of the City ECC provides connections to response operations and facilitates collaboration with other responding entities. There are a variety of ways that information will come into and be dispersed from the City ECC including the Message Center, directly from the BICPs or partners, or through the Joint Information Center (JIC) via traditional and social media. Messages relevant to the situational awareness, resource management, and/or response actions

need to be entered into the information sharing program (WebEOC).

The Planning Section in the City ECC will collect the information coming in from BICP situation updates, IAPs, WebEOC, and from other ECC Sections and create comprehensive Situational Status Reports to be distributed to the DPC, EMSC, and response partners. The City ECC is also responsible for de-conflicting IAPs and creating a unified IAP for Unified Command in an incident where multiple BICPs are activated.

C. OPERATIONAL PERIODS AND SCHEDULE

The initial operational period begins with occurrence or notification of an event. As soon as practical after activation of the City ECC, the City ECC Manager will establish and notify City ECC staff of the intervals of operational periods. At the same time or soon afterwards, a schedule of meetings, briefings, meals, and deadlines for work products such as situation status information or resource orders, should also be established. A template for a daily schedule is provided as *Attachment 1*.

During enhanced, partial, or full operations, the emergency management system or City ECC may operate days only or days and nights, with shifts not exceeding 12 hours' duration. Continuous staffing facilitates situation monitoring and rapid activation to a higher state of operations. However, City ECC staff must take a minimum of eight hours of uninterrupted rest per 24-hour period, and shall work no more than seven consecutive days without a full 24-hour day off-duty.

VIII. Authorities

- Authorities – Portland City Code **Chapter 3.124** describes the duties and responsibilities of the Portland Bureau of Emergency Management.

- PBEM line of succession – In the event that the PBEM Director is either unable or unavailable to perform the duties detailed in Portland City Code **Chapter 15.08.020** during an emergency, the authority to perform these duties shall pass to the first of PBEM staff officers able and available to perform them as specified in Portland City Code **Chapter 3.124.060**.

IX. Plan Development, Maintenance, and Review

- Ownership – The PBEM Planning, Policy, and Communications Section is assigned responsibility for the development and ongoing maintenance of this Annex.

- Periodic Review – This Annex will be reviewed annually and/or following each City ECC activation and revised at least every five years.

- Consultation – Changes to this Annex will be reviewed by the Emergency Management Steering Committee prior to adoption and implementation.
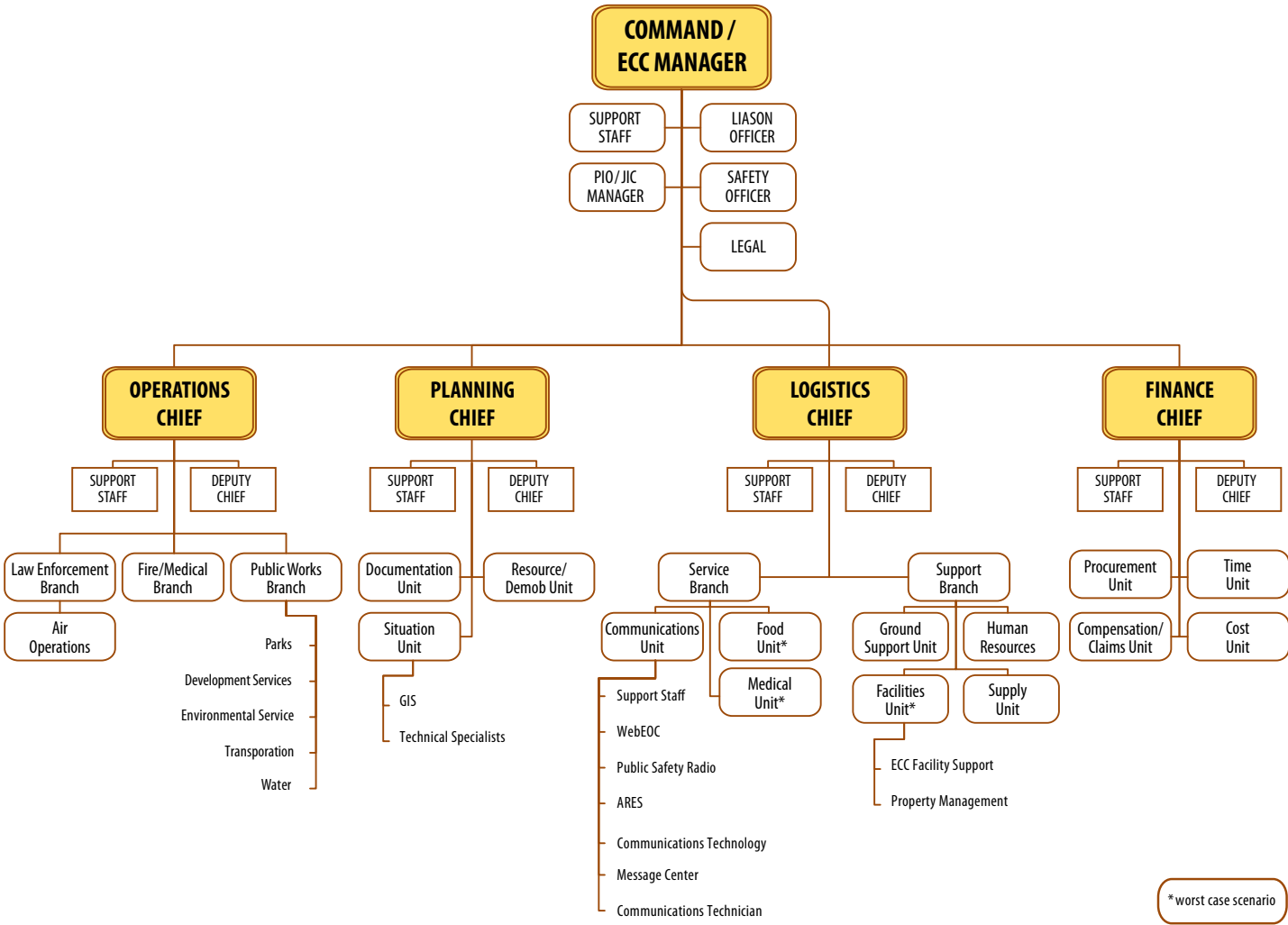
X.   References

- Statutes – **ORS Chapter 401**

- Ordinances – **Title 15, Portland City Code** – Emergency Code

- Plans – **Basic Emergency Operations Plan (BEOP)**

XI.   Appendices

- Template Daily Schedule for Activated ECC

- ECC Incident Prioritization Worksheet

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FIGURE 1 | City of Portland ECC Organizational chart

COMMAND / ECC MANAGER
- SUPPORT STAFF
- LIASON OFFICER
- PIO / JIC MANAGER
- SAFETY OFFICER
- LEGAL

OPERATIONS CHIEF
- SUPPORT STAFF
- DEPUTY CHIEF
- Law Enforcement Branch
  - Air Operations
- Fire/Medical Branch
- Public Works Branch
  - Parks
  - Development Services
  - Environmental Service
  - Transporation
  - Water

PLANNING CHIEF
- SUPPORT STAFF
- DEPUTY CHIEF
- Documentation Unit
- Resource/ Demob Unit
- Situation Unit
  - GIS
  - Technical Specialists

LOGISTICS CHIEF
- SUPPORT STAFF
- DEPUTY CHIEF
- Service Branch
  - Communications Unit
    - Support Staff
    - WebEOC
    - Public Safety Radio
    - ARES
    - Communications Technology
    - Message Center
    - Communications Technician
  - Food Unit*
  - Medical Unit*
- Support Branch
  - Ground Support Unit
    - Facilities Unit*
      - ECC Facility Support
      - Property Management
  - Human Resources
  - Supply Unit

FINANCE CHIEF
- SUPPORT STAFF
- DEPUTY CHIEF
- Procurement Unit
- Time Unit
- Compensation/ Claims Unit
- Cost Unit

*worst case scenario

SAMPLE Daily Schedule for Portland ECC

0800	Begin day shift – responders sign in and receive position turnover (All)
0830	Day shift Operations briefing, review IAP and key updates from overnight (All) Bureau ICPs call in.
0900	Section Meetings (All, by section)
1000	Objectives Meeting, if needed (Unified command)
1100	Command and General Staff (Section Chiefs + IC/UC + Documentation Unit)
1130 – 1330	Lunch in shifts (All)
1330	Tactics Meeting (Section Chiefs + IC/UC + Documentation Unit)
1430	Resource Orders Due to Logs for Following Day
1600	Day shift planning meeting (As det. by IC or PSC) Situation Status Updates, ICS 204s and other IAP inputs due to Planning (All)
1730	Sit Stat complete; disseminate electronically
1730 – 1900	Dinner in shifts (All)
1900	IAP complete; disseminate electronically
2000	Begin night shift - responders sign in and receive position turnover (All)
2030	Night shift Operations briefing, review IAP and key updates from day (All) Bureau ICPs call in.
0630	Photocopied IAP available Situation Status Updates due to ECC planning
0800	Sit Stat complete

This schedule assumes that the day shift produces an IAP that serves for a 24-hour period, and that situation status briefings are issued in the morning (reporting on overnight events) and at the end of the workday (reporting on the day's activities).

(Incident name)

Response Objective Prioritization Worksheet

Date: _____ Time: _____ Completed by: _____

This is a tool to evaluate and prioritize the issues within an incident that require a response. It will be completed by City ECC responders and can be referenced by the Incident Commanders and DPC is intended to be used by the PBEM bureau director and DPC to help establish objectives. Complete each section by describing the impact of this issue /the proposed objective.

Describe the issue that requires a response: _____
State the proposed objective related to this issue: _____
Lead Bureau in responding to this issue: _____

Category	Element	Value = 1	Value = 3	Value = 5	Value Assigned	Remarks
Safety	Responder Safety	Low exposure and simple hazards.	Moderate exposure with several hazardous conditions.	High exposure that requires multiple mitigation strategies.		
Safety	Public Safety	Minimal or no threat.	Threat to property.	Threat to life.		
Impacts	Impacts to the community	Local residents or businesses perceive disruption.	Schools or businesses cannot operate normally.	Emergency services or critical facilities are threatened.		
Impacts	Impacts to City services	Impacts important or supplementary City functions.	Impacts an essential City function.	Impacts a critical City function		
Social / Political Considerations	Complexity	No controversy, media or public interest.	Impacts are generating moderate public interest.	Impacts are generating high public discourse, outcry or media interest.		
Resource Values	Resources required	Resources will take over 48 to become available.	Resources will be available to address the problem within 48 hours.	Resources are available to address the problem.		
Meeting Incident Objectives	Difficulty	Objectives are difficult to achieve or achievement is imminent.	Objectives are moderately difficult to achieve.	Objectives are easy to achieve.		
Meeting Incident Objectives	Timing: compared to other planned response activities, addressing this will likely take	Relatively very long or very short time.	Medium to long time.	Medium amount of time.		
				Total score for this issue:		

PBEM

Please consider the environment before printing this document.