

ANNOTATED MINUTES

*Tuesday, November 8, 1994 - 9:30 AM
Portland City Hall, Second Floor Council Chambers
1120 SW Fifth, Portland*

CITY/COUNTY JOINT BRIEFING

B-1 City of Portland Commissioners and Multnomah County Commissioners Will Meet for a Joint Briefing to Discuss The Unfinished Agenda: The Community Effort to Break the Cycle of Homelessness. Presented by City Commissioner Gretchen Kafoury.

COMMISSIONER GRETCHEN KAFOURY, BOB DURSTON, DANA BROWN AND CHUCK CURRIE PRESENTATION AND RESPONSE TO QUESTIONS AND DISCUSSION OF COMMISSIONERS TANYA COLLIER, CHARLIE HALES, GARY HANSEN, MIKE LINDBERG, SHARRON KELLEY, EARL BLUMENAUER, DAN SALTZMAN, CHAIR BEVERLY STEIN AND MAYOR VERA KATZ. MARY MARSON, REY ESPAÑA, KATHY OLIVER, HELEN BARNEY AND ERIK STEN COMMENTS IN RESPONSE TO QUESTIONS AND DISCUSSION. STAFF DIRECTION GIVEN. COUNCIL AND BOARD MEMBERS TO SOLICIT CONGRESSIONAL SUPPORT FOR FEDERAL HOMELESS INITIATIVES FUNDING; ENCOURAGE COMMUNITY SUPPORT FOR "BOTTLES AND CANS FOR THE HOMELESS" CAMPAIGN; AND TO ENCOURAGE COMMUNITY COMMITMENT TO ASSIST WITH PROVIDING HOUSING FACILITIES, JOB TRAINING AND OTHER PROGRAMS TO ASSIST HOMELESS SINGLES, FAMILIES AND YOUTH.

*Tuesday, November 8, 1994 - 1:30 PM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

PLANNING ITEM

Chair Beverly Stein convened the meeting at 1:32 p.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley, Gary Hansen and Dan Saltzman present.

P-1 C 21-94 First Reading of a Proposed ORDINANCE Amending the Zoning Code Text to Repeal Code Sections That Are No Longer in Use [Due to Annexation of Urban Areas]

PROPOSED ORDINANCE READ BY TITLE ONLY. COPIES AVAILABLE. COMMISSIONER SALTZMAN MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF THE FIRST READING. JOHN DuBAY RESPONSE TO QUESTIONS OF COMMISSIONER KELLEY. NO ONE WISHED TO TESTIFY. FIRST READING UNANIMOUSLY APPROVED. SECOND READING SCHEDULED FOR TUESDAY, NOVEMBER 22, 1994.

*Tuesday, November 8, 1994 - 1:45 PM
(Or Immediately Following Planning Item)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-2** *Budget Office Presentation and Request for Policy Direction Regarding Economic Assumptions for Five Year Financial Forecast for County's Revenue and Expenditure Requirements. Presented by Barry Crook.*

BARRY CROOK AND MARK CAMPBELL PRESENTATION AND RESPONSE TO BOARD QUESTIONS, DISCUSSION AND POLICY DIRECTION. NOVEMBER 29, 1994 BRIEFING TO BE RESCHEDULED AFTER DECEMBER ECONOMIC ROUND TABLE MEETING.

- B-3** *Budget Office and Health Department Update on the Status of CareOregon Based on Data from the First Quarter of 1994/95. Presented by Barry Crook, Kathy Innes and Tom Fronk.*

BARRY CROOK, KATHY INNES, TOM FRONK, KATHLEEN FULLER-POE AND KAREN MAKI PRESENTATION AND RESPONSE TO BOARD QUESTIONS, DISCUSSION AND SUGGESTIONS. AT THE DIRECTION OF CHAIR STEIN, MR. FRONK TO RESPOND TO CONCERNS OF OUTSIDE INN DIRECTOR, AND TO PROVIDE UPDATE REGARDING \$35.00 CHARGE AT THE TIME OF SECOND QUARTER BRIEFING, TO BE SCHEDULED FOR FEBRUARY, 1995.

There being no further business, the meeting was adjourned at 3:20 p.m.

**OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON**

Deborah L. Bogstad

Deborah L. Bogstad

Wednesday, November 9, 1994 - 9:30 AM
Multnomah County Sheriff's Office
12240 NE Glisan, 2nd Floor Conference Room

BOARD BRIEFING

B-4 Office of Emergency Management Emergency Center Tour and Briefing
Regarding Annual Activities Update and Emergency Planning Matrix.
Presented by Penny Malmquist.

PENNY MALMQUIST PRESENTATION AND RESPONSE TO QUESTIONS, DISCUSSION AND SUGGESTIONS OF CHAIR BEVERLY STEIN, VICE-CHAIR TANYA COLLIER, COMMISSIONER SHARRON KELLEY, SHERIFF ROBERT SKIPPER, TAMARA HOLDEN, LOLENZO POE, JEAN MILEY, JOHN LEGRY, RHYS SCHOLLES AND MARK WIENER. STAFF DIRECTED TO SUBMIT PROPOSED ORDINANCE FOR BOARD CONSIDERATION; PROVIDE A BRIEF DESCRIPTION OF STATUTORY RESPONSIBILITIES OF CHAIR AND SHERIFF IN THE EVENT OF A LOCAL DISASTER; PURSUE VARIOUS SUGGESTIONS IN CONNECTION WITH COMPLETION OF MANDATED LOCAL EMERGENCY PLAN; LOOK INTO PROVISION OF INCIDENT COMMAND TRAINING FOR KEY PERSONNEL; AND TO PURSUE OBTAINING A RESULTS GRANT FOR SAID TRAINING. CHAIR STEIN ADVISED SHE WILL INITIATE DISCUSSION REGARDING DEPARTMENT LIAISONS ASSISTANCE IN COMPLETION OF EMERGENCY PLAN AT NEXT MANAGERS' MEETING.

Thursday, November 10, 1994 - 9:30 AM
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland

REGULAR MEETING

Chair Beverly Stein convened the meeting at 9:30 a.m., with Vice-Chair Tanya Collier, Commissioners Sharron Kelley and Gary Hansen present, and Commissioner Dan Saltzman excused.

CONSENT CALENDAR

**UPON MOTION OF COMMISSIONER KELLEY,
SECONDED BY COMMISSIONER HANSEN, THE
CONSENT CALENDAR (ITEMS C-1 THROUGH C-10)
WAS UNANIMOUSLY APPROVED.**

SHERIFF'S OFFICE

- C-1 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for ALBERTSON'S FOOD CENTER #502, 1350 NE 122ND AVENUE, PORTLAND*
- C-2 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for BOB'S CORNER GROCERY AND DELI, 13110 SE DIVISION, PORTLAND*
- C-3 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for CRACKER BARREL GROCERY, 15005 NW SAUVIE ISLAND ROAD, PORTLAND*
- C-4 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for FRED'S MARINA, 12800 NW MARINA WAY, PORTLAND*
- C-5 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for MINI MART EXPRESS, 16437 SE POWELL BOULEVARD, PORTLAND*
- C-6 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLAID PANTRY #45, 4504 SE 122ND AVENUE, PORTLAND*
- C-7 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLAID PANTRY #113, 13521 SE POWELL BOULEVARD, PORTLAND*
- C-8 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLAID PANTRY #154, 16216 SE DIVISION, PORTLAND*
- C-9 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for PLAINVIEW GROCERY, 11800 NW CORNELIUS PASS ROAD, PORTLAND*
- C-10 *Package Store OLCC License Renewal Application Submitted by Sheriff's Office with Recommendation for Approval, for QUICK STOP MARKET, 15400*

SE POWELL BOULEVARD, PORTLAND

REGULAR AGENDA

SHERIFF'S OFFICE

- R-1 *RESOLUTION in the Matter of a Housing Allowance for Chaplains Serving the County Jails*

COMMISSIONER KELLEY MOVED AND COMMISSIONER HANSEN SECONDED, APPROVAL OF R-1. LARRY AAB EXPLANATION. RESOLUTION 94-213 UNANIMOUSLY APPROVED.

DEPARTMENT OF ENVIRONMENTAL SERVICES

- R-2 *ORDER in the Matter of the Realignment of a Portion of Lower Rocky Point Road, a County Road, Establishing County Road No. 5005 to be Known as Lower Rocky Point Road, and Vacating a Portion of Existing County Road No. 445*

COMMISSIONER COLLIER MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-2. JOHN DORST EXPLANATION. ORDER 94-214 UNANIMOUSLY APPROVED.

NON-DEPARTMENTAL

- R-3 *ORDER in the Matter of Authorizing Advance Distribution of Funds from the County General Fund to Property Taxing Districts as Allowed Under ORS 311.392*

COMMISSIONER KELLEY MOVED AND COMMISSIONER COLLIER SECONDED, APPROVAL OF R-3. DAVE BOYER EXPLANATION. ORDER 94-215 UNANIMOUSLY APPROVED.

- R-4 *RESOLUTION in the Matter of Adopting the Guiding Principles for Alcohol Availability and Supporting the Existing Policy of the Sale of Alcoholic Beverages in the Memorial Coliseum*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-4. COMMISSIONER HANSEN COMMENTS IN SUPPORT. NORMA JAEGER EXPLANATION AND COMMENTS IN SUPPORT. RESOLUTION 94-216 UNANIMOUSLY APPROVED.

PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)

- R-5 *ORDER in the Matter of an Exemption from the Formal Competitive Bid Process to Purchase Used Dental Equipment from Stephen E. Waldram, D.M.D. for the North Lombard Dental Clinic*

COMMISSIONER HANSEN MOVED AND COMMISSIONER KELLEY SECONDED, APPROVAL OF R-5. FRANNA HATHAWAY AND DR. GORDON EMPEY EXPLANATION AND RESPONSE TO COMMISSIONER HANSEN'S COMMENTS IN SUPPORT. ORDER 94-217 UNANIMOUSLY APPROVED.

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

PUBLIC COMMENT

- R-6 *Opportunity for Public Comment on Non-Agenda Matters. Testimony Limited to Three Minutes Per Person.*

The regular meeting was adjourned at 9:45 a.m. and the briefing was convened at 9:52 a.m.

*Thursday, November 10, 1994 - 9:45 AM
(Or Immediately Following Regular Meeting)
Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

- B-5 *Overview of Proposed Energy Management Program. Presented by Craig Calkins and Wayne George.*

BETSY WILLIAMS AND CRAIG CALKINS PRESENTATION AND RESPONSE TO BOARD QUESTIONS. BUDGET MODIFICATION TO BE SUBMITTED FOR BOARD CONSIDERATION.

The briefing was recessed at 10:25 a.m. and reconvened at 10:32 a.m.

- B-6 *Jail Population and Efforts of the System to Control the Demand for Jail Beds; History of the Development of the Matrix Process and Discussion of the Matrix*

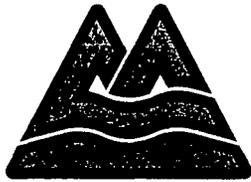
Release Process: Presented by John Bunnell, Bill Wood and Larry Reilly.

**JOHN BUNNELL, BILL WOOD AND LARRY REILLY
PRESENTATION AND RESPONSE TO BOARD
QUESTIONS AND DISCUSSION. MR. WOOD
RESPONSE TO QUESTIONS OF MARK WIENER. MR.
WOOD SUBMITTAL OF WRITTEN RESPONSE TO
QUESTIONS OF CHAIR STEIN.**

There being no further business, the meeting was adjourned at 11:45 a.m.

**OFFICE OF THE BOARD CLERK
for MULTNOMAH COUNTY, OREGON**

Deborah L. Bogstad
Deborah L. Bogstad



MULTNOMAH COUNTY OREGON

OFFICE OF THE BOARD CLERK
SUITE 1510, PORTLAND BUILDING
1120 S.W. FIFTH AVENUE
PORTLAND, OREGON 97204

BOARD OF COUNTY COMMISSIONERS
BEVERLY STEIN • CHAIR • 248-3308
DAN SALTZMAN • DISTRICT 1 • 248-5220
GARY HANSEN • DISTRICT 2 • 248-5219
TANYA COLLIER • DISTRICT 3 • 248-5217
SHARRON KELLEY • DISTRICT 4 • 248-5213
CLERK'S OFFICE • 248-3277 • 248-5222

AGENDA

MEETINGS OF THE MULTNOMAH COUNTY BOARD OF COMMISSIONERS

FOR THE WEEK OF

NOVEMBER 7, 1994 - NOVEMBER 11, 1994

- Tuesday, November 8, 1994 - 9:30 AM - Board Briefing Page 2*
- Tuesday, November 8, 1994 - 1:30 PM - Planning Item Page 2*
- Tuesday, November 8, 1994 - 1:45 PM - Board Briefings Page 2*
- Wednesday, November 9, 1994 - 9:30 AM - Board Briefing Page 3*
- Thursday, November 10, 1994 - 9:30 AM - Regular Meeting Page 3*
- Thursday, November 10, 1994 - 9:45 AM - Board Briefings Page 5*
- Friday, November 11, 1994 - VETERANS DAY HOLIDAY - OFFICES CLOSED*

Thursday Meetings of the Multnomah County Board of Commissioners are taped and can be seen by Paragon Cable subscribers at the following times:

- Thursday, 6:00 PM, Channel 30*
- Friday, 10:00 PM, Channel 30*
- Saturday, 12:30 PM, Channel 30*
- Sunday, 1:00 PM, Channel 30*

INDIVIDUALS WITH DISABILITIES MAY CALL THE OFFICE OF THE BOARD CLERK AT 248-3277 OR 248-5222, OR MULTNOMAH COUNTY TDD PHONE 248-5040, FOR INFORMATION ON AVAILABLE SERVICES AND ACCESSIBILITY.

Tuesday, November 8, 1994 - 9:30 AM

*Portland City Hall, Third Floor Blue Room
1120 SW Fifth, Portland*

CITY/COUNTY JOINT BRIEFING

- B-1 City of Portland Commissioners and Multnomah County Commissioners Will Meet for a Joint Briefing to Discuss The Unfinished Agenda: The Community Effort to Break the Cycle of Homelessness. Presented by City Commissioner Gretchen Kafoury. 2 HOURS REQUESTED.*
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- P-1 C 21-94 First Reading of a Proposed ORDINANCE Amending the Zoning Code Text to Repeal Code Sections That Are No Longer in Use [Due to Annexation of Urban Areas]*
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- B-3 Budget Office and Health Department Update on the Status of CareOregon Based on Data from the First Quarter of 1994/95. Presented by Barry Crook, Kathy Innes and Tom Fronk. 1 HOUR REQUESTED.*
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Wednesday, November 9, 1994 - 9:30 AM

Multnomah County Sheriff's Office
12240 NE Glisan, 2nd Floor Conference Room

BOARD BRIEFING

- B-4 Office of Emergency Management Emergency Center Tour and Briefing Regarding Annual Activities Update and Emergency Planning Matrix. Presented by Penny Malmquist. 2 HOURS REQUESTED.
-

Thursday, November 10, 1994 - 9:30 AM

Multnomah County Courthouse, Room 602
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REGULAR MEETING

CONSENT CALENDAR

SHERIFF'S OFFICE

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PUBLIC CONTRACT REVIEW BOARD

(Recess as the Board of County Commissioners and convene as the Public Contract Review Board)

- R-5 *ORDER in the Matter of an Exemption from the Formal Competitive Bid Process to Purchase Used Dental Equipment from Stephen E. Waldram, D.M.D. for the North Lombard Dental Clinic*

(Recess as the Public Contract Review Board and reconvene as the Board of County Commissioners)

PUBLIC COMMENT

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*Thursday, November 10, 1994 - 9:45 AM
(Or Immediately Following Regular Meeting)*

*Multnomah County Courthouse, Room 602
1021 SW Fourth, Portland*

BOARD BRIEFINGS

B-5 Overview of Proposed Energy Management Program. Presented by Craig Calkins and Wayne George. 45 MINUTES REQUESTED.

B-6 Jail Population and Efforts of the System to Control the Demand for Jail Beds; History of the Development of the Matrix Process and Discussion of the Matrix Release Process. Presented by John Bunnell, Bill Wood and Larry Reilly. 10:30 AM TIME CERTAIN, 1 HOUR REQUESTED.



DAN SALTZMAN, Multnomah County Commissioner, District One

1120 S.W. Fifth Avenue, Suite 1500 • Portland, Oregon 97204 • (503) 248-5220 • FAX (503) 248-5440

M E M O R A N D U M

TO: Clerk of the Board
Board of County Commissioners

FROM: Dan Saltzman

RE: Absence from BCC Regular Meeting

DATE: October 27, 1994

I will be out of town on Wednesday, November 9 and Thursday November 10.

BOARD OF
COUNTY COMMISSIONERS
1994 OCT 28 AM 9:04
MULTNOMAH COUNTY
OREGON

DRS:pjp

TANYA COLLIER
Multnomah County Commissioner
District 3



1120 SW Fifth St, Suite 1500
Portland, OR 97204
(503) 248-5217

M E M O R A N D U M

TO: Board Clerks
Chair, Beverly Stein
Commissioner Gary Hansen
Commissioner Sharron Kelley
Commissioner Dan Saltzman

FROM: Commissioner Tanya Collier

DATE: November 7, 1994

SUBJECT: Early Departure from Emergency Management Briefing

Due to a funeral service for a friend, I will be leaving the Emergency Management Briefing scheduled on November 9, 1994, at 10:30 AM.

BOARD OF
COUNTY COMMISSIONERS
1994 NOV - 7 PM 2:17
MULTNOMAH COUNTY
OREGON

MEETING DATE: November 9, 1994

AGENDA NO: B-4

(Above Space for Board Clerk's Use ONLY)

AGENDA PLACEMENT FORM

SUBJECT: Office of Emergency Management Tour and Briefing

BOARD BRIEFING Date Requested: Wednesday, November 9, 1994

Amount of Time Needed: 9:30 a.m. to 11:30 a.m.

REGULAR MEETING: Date Requested: _____

Amount of Time Needed: _____

DEPARTMENT: Non-Departmental DIVISION: Office of Emergency Management

CONTACT: Penny Malmquist TELEPHONE #: 251-2466
BLDG/ROOM #: 313/118

PERSON(S) MAKING PRESENTATION: Penny Malmquist

ACTION REQUESTED:

INFORMATIONAL ONLY POLICY DIRECTION APPROVAL OTHER

SUMMARY (Statement of rationale for action requested, personnel and fiscal/budgetary impacts, if applicable):

The Multnomah County Board of Commissioners Are Requested to Participate in an Office of Emergency Management Emergency Center Tour and Briefing Regarding Annual Activities Update and Emergency Planning Matrix, to Be Conducted at the Multnomah County Sheriff's Office, 12240 NE Glisan, Second Floor Conference Room 200.

BOARD OF
COMMISSIONERS
MULTNOMAH COUNTY
OREGON
1994 NOV - 3 AM 10:21

SIGNATURES REQUIRED:

ELECTED OFFICIAL: Beverly Stein

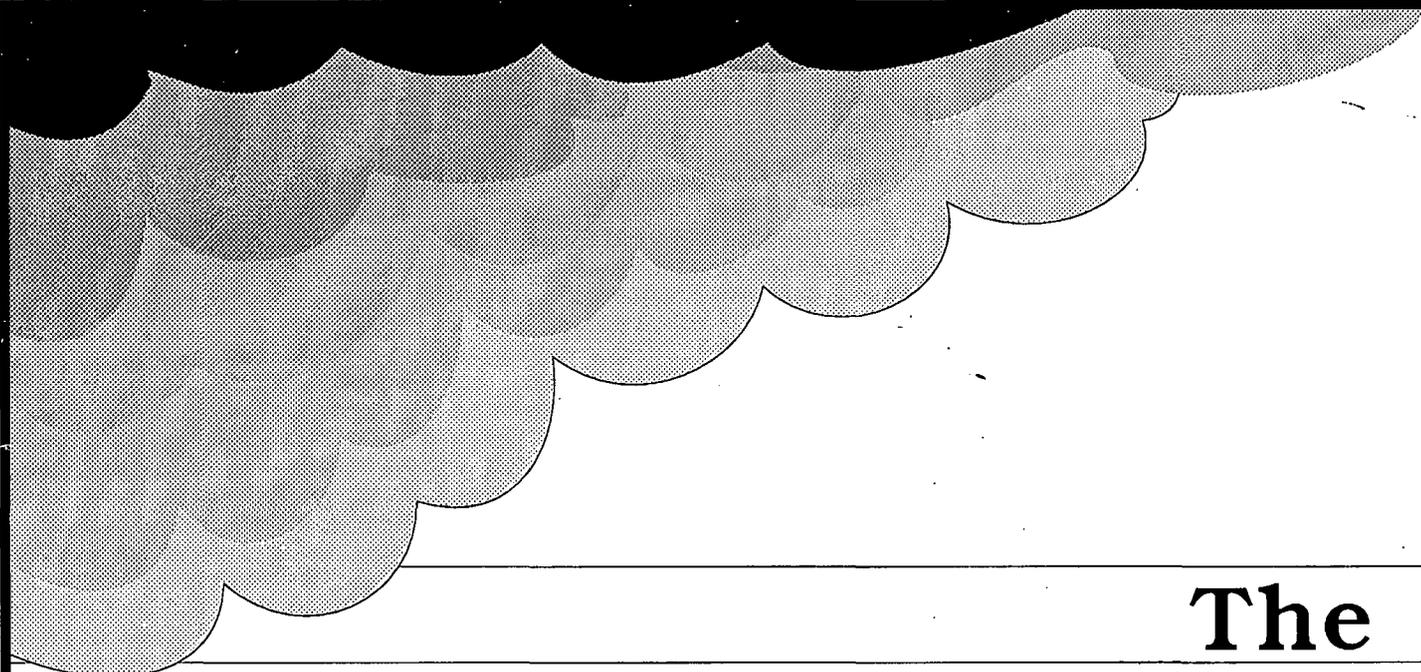
OR

DEPARTMENT MANAGER: _____

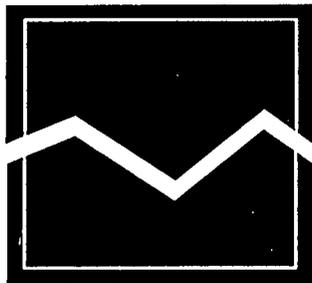
ALL ACCOMPANYING DOCUMENTS MUST HAVE REQUIRED SIGNATURES

Any Questions: Call the Office of the Board Clerk 248-3277/248-5222

0516C/63



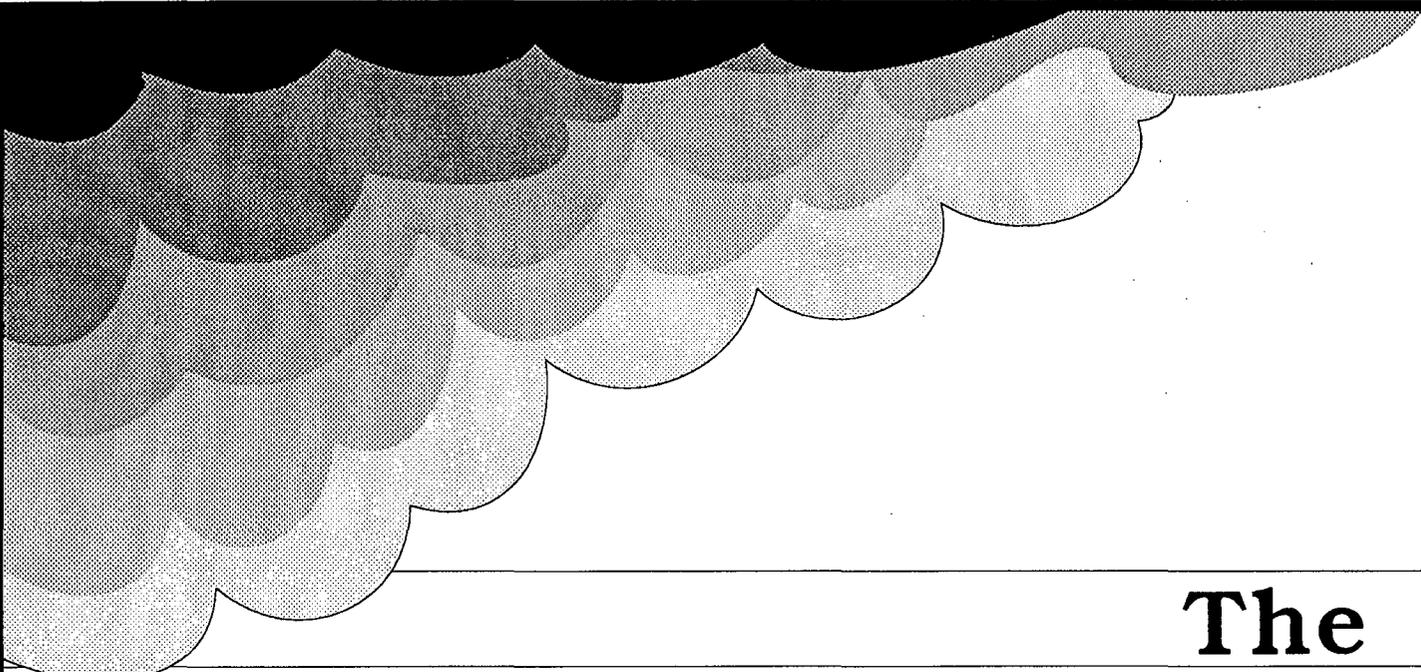
The CEO's Disaster Survival Kit



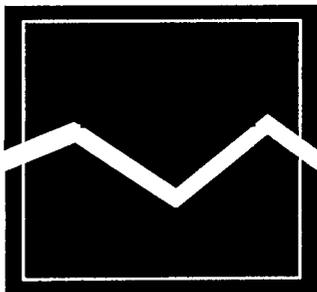
**A Common-Sense Guide for
Local Government Chief Executive Officers**

FEDERAL EMERGENCY MANAGEMENT AGENCY
United States Fire Administration ■ State and Local Programs and Support





**The
CEO's
Disaster
Survival
Kit**



A Common-Sense Guide for Chief Executive Officers



"County and local governments are the first line of public responsibility for emergencies and disasters... Too often, chief local policy makers find themselves suddenly responsible for emergency operations that are unfamiliar, presiding over personalities that may not mesh, and involved in making quick decisions that may have long-range consequences."

Executive Summary

The notion of a CEO Disaster Survival Kit may at first sound humorous, but the contents of this kit have a very serious purpose. That purpose is to help CEOs minimize their risk that the next disaster striking their community exposes them to: politically, legally, professionally, financially, and personally.

The kit's contents are not conventional survival tools like matches, fish hooks, and signaling mirrors. Instead, they are specialized tools. The tools include: a CEO disaster checklist; a guide to help conduct your own risk self-assessment; a set of resources, and a guide to equipping your own custom survival kit. The kit is designed as a descriptive model so that you can build your own personalized "CEO Disaster Survival Kit" that helps you ask the right questions and make the right calls as you react during the first critical sixty minutes after the next disaster strikes.

The *CEO Disaster Survival Kit* was developed for local government CEOs by local government CEOs. These CEOs learned firsthand about the financial, legal, and other risks CEOs run, for each commanded their community's response to a major disaster. From this common experience base these officials developed this kit to help others meet the challenge of responding effectively to their disaster management responsibilities.

The CEO Disaster Checklist Kit has four major purposes:

- ① to assist CEOs as they react to the first report of a major emergency
- ② to encourage the development of companion checklists and other management tools for other key actors in the local emergency system
- ③ to provide a form and format that, with adaptation to meet local needs, community officials can follow as a "template" when reporting disasters or potential emergencies to the CEO in the event of a major emergency
- ④ to encourage CEOs to know their roles and responsibilities *before* the next disaster strikes.

We ask you to scan the rest of this kit. Size it up. Will the tools in this kit help you reduce your risk? If you think they might, pass this kit along to your staff for action. You will be taking a sound step towards the goal of protecting your community from future disasters.



DISCLAIMER

This project has been financed in part with Federal funds from the Federal Emergency Management Agency under award number EMW-BA-K-1429-A003. The contents do not necessarily reflect the views and policies of the Federal Emergency Management Agency.

The contents of this kit reflect recommendations that members of the Integrated Emergency Management System (IEMS) National Advisory Committee developed in workgroup sessions, and do not necessarily reflect views or policies of the International Association of Fire Chiefs.

The mention of tradenames or commercial products does not constitute an endorsement or recommendation for use, by either the Federal Emergency Management Agency or the International Association of Fire Chiefs.



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"Political fortunes have been won or lost on not only the actual role played by elected officials but also on the public's perception of leadership during the incident"

Section 1

Introduction

A disaster is a stern test of a community's leadership. As a Chief Executive Officer or Chief Elected Official (CEO) of your community, whether city manager, county manager, mayor, or other title, you will bear direct and ultimate responsibility for how well your jurisdiction survives the next time disaster threatens. Your responsibility for leadership is probably spoken of in your oath of office and prominently set forth in your government's charter with words like ... "to maintain law and order" or ... "to protect their lives and property."

But no matter how fundamental the responsibility, it is nonetheless difficult for any CEO to turn from the urgent pressure of each day's business to face the prospect of some future disaster. This takes wisdom and judgment to see the need to manage the risk now. It also takes leadership to keep the commitment to prepare for these distant responsibilities. This *CEO Disaster Survival Kit* has tools to assist you meet these responsibilities, analyze you and your community's risks, and take action to reduce them to an acceptable level.

■ Why There is Need for a CEO Survival Kit

Why do you as a CEO need a *Disaster Survival Kit*? First, the likelihood of a disaster occurring in your community is growing. Later in this section survey data on the nation's disaster experience will give you further evidence on this point. Second, the same public that places little priority on emergency management before a disaster expects and demands effective leadership during a disaster. Third, effective disaster management places extraordinary demands on local government CEOs during a disaster. This is particularly true in the first hours of an emergency. Decisions made early in a disaster by public officials usually have far reaching consequences. Yet it is during this time that CEOs have the fewest resources available to assist their decision making.

Together these factors place CEOs at risk: politically, professionally, legally, and financially. During any major emergency or disaster the CEO has ultimate responsibility for the well-being of the community and ultimate responsibility for the actions of subordinates. Obviously, such extensive responsibility, and the potential liability issues involved are of paramount importance to a CEO.

■ Purpose of Kit

The IEMS National Advisory Committee is made up of local elected and appointed officials who personally acted as incident commanders during a major emergency. Based on their firsthand experiences they have developed this disaster survival kit for their counterparts. They have designed the kit to serve four key purposes:



INTRODUCTION

- to assist CEOs as they react to the first report of a major emergency
- to encourage the development of companion checklists and other management tools for other key actors in the local emergency system
- to provide a form and format that, with adaptation to meet local needs, community officials can follow as a "template" when reporting disasters or potential emergencies to the CEO in the event of a major emergency
- to encourage CEOs to know their roles and responsibilities *before* the next disaster strikes.

The kit recognizes that to a certain extent some of this risk is unavoidable; it comes with the territory. But these risks can be, indeed must be, managed. Disasters test how well CEOs have prepared themselves and their communities for surviving known, but unpredictable, threats. In light of these realities, this *CEO Disaster Survival Kit* is offered as a tool kit you can use to reduce your risks while meeting the obligations of your office.

■ Description of the Contents of the *CEO Disaster Survival Kit*

This kit consists of the following tools:

- in Section II there is a self-assessment questionnaire
- in Section III there are a list of the items of the items that you should consider for your kit, a description of the CEO Checklist, and a sample memo you can refer to when you direct your subordinates to construct your local version of the CEO survival kit
- in Section IV there are references to assist you further, including: an explanation of the role of the CEO in Integrated Emergency Management System development, a camera-ready copy of the CEO Checklist, 37 action steps to take to reduce risk; and further references.

While the CEO Checklist is designed to be part of the larger kit that contains additional information, the actual Checklist is wallet-sized. This means CEOs can conveniently keep it with them anytime and anywhere. A sample of the Checklist is in this kit for your use. The checklist is organized into six panels: Background Information, Immediate Actions, Personal Actions, Legal, Political, and Public Information.

The CEO Survival Kit is compatible with the Integrated Emergency Management Systems (IEMS) approach to all-hazard disaster preparedness developed by FEMA. Further information on IEMS is given in Section IV The CEO Reference Portfolio.

■ Assumptions about CEO Involvement in Emergency Management

The NAC members based the development of the kit on a number of assumptions about the general nature of involvement by CEOs in emergency management programs. The assumptions are based on the NAC's wide range of experience as CEOs or as senior program managers working with CEOs. These assumptions were:

- Community policies and systems that affect community emergency risks and the potential for response are not well understood by the chief executive officer.



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- CEOs know little of what is involved in Comprehensive Emergency Management or in an integrated Emergency Management System.
- CEO has little experience in managing emergencies.
- The role of the CEO should be to provide leadership in the development of public policy and to establish an effective IEMS.
- CEOs, for the most part, do not understand the legal requirements and constraints placed on public officials at the Federal, state, and local level by enabling legislation and the legal governing framework.
- CEOs have little familiarity with emergency plan development.
- CEOs may not have a clear perception of the role of the Emergency Program Manager (Civil Defense Director or similar title).
- Communication between the CEO and the emergency program managers may leave something to be desired.

If on the whole these assumptions apply to your situation then you have reason to be concerned that you are at risk. The next section describes why the evidence indicates that that risk may be growing.

■ The Growing Risk

Experts predict that for the foreseeable future disasters will occur more frequently, will be more destructive, and will require more and better coordination of response resources.

[First]... "disasters in American society are increasing and will continue to mount for several reasons....new disaster agents, such as chronic and sudden chemical hazards, are emerging as a result of technological developments. Second, greater numbers of people are at risk, both because of migration and settlement trends and because of life-style changes. The greater social and economic interdependence which characterizes our modern way of life means that the potential now exists for more massive disasters, with regional and even nationwide impact."

"Technological hazards pose different, and often more difficult, management problems than do natural hazards. Contributing factors to this greater difficulty are the unfamiliarity and newness of technological hazards; the lack of accumulated experience with control or coping measures; the less understood hazard chains; the broader opportunities for control intervention; the perceived amenability of technological hazards to fixes; and the simultaneous need to enlarge benefits and reduce risks in judging the tolerance of technological hazards and instituting control strategies."

"Floods and hurricanes, the two most numerous and costly natural disasters in the United States can be expected to cause even more damage due to population growth and development in high-hazard areas."

Natural disasters, while not necessarily happening more frequently tomorrow than today, are far more likely to threaten catastrophic loss of life and property. For one thing more people are living and working in dangerous areas. The seaside development, the mobile home park in the flood plain, and the subdivision on the



INTRODUCTION

hillside are some examples of the increasing number of high-risk developments vulnerable to natural hazards.

Anti-social behavior also presents new problems. Experts predict a growing threat from domestic terrorism. Product tampering that began with the "Tylenol murders" suggests just one path that domestic terrorism can take. In our increasingly interdependent society, we grow more vulnerable to threats and the consequences of such actions. Communities ill-prepared to deal with the consequences of these acts may have to pay a very high price indeed.

■ The Myth that Disaster Plans are Rarely Needed

One major obstacle to making emergency management a higher priority is that disasters are seen by many CEOs as too rare to be worth the investment in time and energy.

A survey of American communities' disaster experience between 1970 and 1985 paints a different picture of the risk:

- "The threat of a major disaster striking an American city today is greater than ever before in our history."
- "Over half (54.9) of the jurisdictions responding (over (65% for counties) indicated that they had experienced a disaster in the past twelve years."
- Local governments responding report over \$16 billion in property losses, 2,490 deaths, and 9,161 injuries from disasters since 1970.

This information indicates a higher degree of need for effective CEO leadership than commonly believed.

■ Possible Goals for Chief Executive Officers

CEOs looking to reduce their risk and improve their ability to improve their emergency management leadership skills should first review their their personal goals and revise them as necessary. Below are suggested a set of goals for your consideration:

- Understand the need to have a personal commitment to emergency management, to have the capability to judge its status, and develop the public policy to improve it.
- Understand how some emergencies differ from the management of normal operations and encourage the development of emergency management plans and an incident command system that all response agencies practice regularly and automatically implement when responding to all major incidents.
- Recognize the need for an Integrated Emergency Management System.
- Recognize the need for an Emergency Program Manager.
- Understand how interaction works among Federal/State/Local levels during a disaster.
- Understand the CEOs responsibilities to communicate to the community the impact of emergencies on their lives and property and how sound emergency management policy is a prudent investment in public safety.



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■ Five Steps to Reducing Your Risk Using the CEO Survival Kit

Having reviewed and decided the emergency management goals you want to set for yourself, follow this up with some concrete action steps. Consider the following steps:

- ① Review the kit contents
- ② Conduct self-assessment
- ③ Assign staff (Emergency Program Manager or other) to prepare your survival kit (see the Sample Memo on page 25)
- ④ Review survival kit prepared by your Emergency Program Manager
- ⑤ Take other actions as necessary, such as:
 - Have similar "survival kits" for other senior policy and program officials
 - Chair monthly Emergency Management Council to improve inter-agency working relationships for both day-to-day and disaster response
 - Participate with all senior elected and appointed officials in a disaster exercise at least once a year
 - Review and update kit contents and checklist semi-annually
 - Look over the 37 Action Steps contained in Appendix D for more ideas to strengthen your comprehensive emergency management program.



Every day that passes brings you closer to your community's next disaster. How well will you meet the challenge?

Section II

Self-Assessment

This is an informal five-minute quiz you can take as a confidential personal assessment of you and your community's emergency management risk. The questions reflect some of the survival capabilities that past experience has associated with effective CEO participation in emergency management.

Following the set of questions is a scoring section. The scoring section is designed to help you decide whether action is needed to reduce your risk.

1. Have you personally reviewed your community's emergency management plan within the past 12 months?
Yes___ No___
2. Do you have a clear understanding of your authority and responsibilities in disaster situations?
Yes___ No___
3. Have your elected officials participated within the last two years in either a comprehensive review of your emergency management system or a disaster exercise? Yes___ No___
4. Is a single news media point of contact (e.g., public information officer) provided in your community's emergency management plan?
Yes___ No___
5. Were representatives of the news media involved in developing and testing the community's emergency management plan?
Yes___ No___
6. Does your community have adequate accounting and disaster records-keeping procedures to document your community's requests for reimbursement under state and federal emergency assistance programs?
Yes___ No___
7. Does your community's plan insure that the information needed to defend itself in a disaster-related lawsuit is maintained during an incident?
Yes___ No___
8. Is the disaster organizational structure an extension and expansion of the day-to-day emergency structure?
Yes___ No___



SELF-ASSESSMENT

9. Have you spent more than one hour during the past year in face-to-face discussion with your emergency program manager about how to improve disaster management?
Yes___ No___
10. Are your emergency management procedures brief and organized in a manner that enables your community to respond smoothly to the range of incidents that may confront it?
Yes___ No___
11. Are your mutual/automatic aid systems with other communities effective for both normal and disaster situations?
Yes___ No___
12. Are all your emergency units equipped and your personnel trained so that they can begin to set up an incident command system?
Yes___ No___
13. Do you understand state and local emergency management law, particularly as it relates to the CEO's powers during an emergency?
Yes___ No___
14. Does the emergency operations plan contain lines of succession (at least three back-ups) for key officials and has the authority to act in their stead been pre-delegated?
Yes___ No___

■ **Self-Assessment Scoring**

Obviously, the correct answer for all questions is yes. To give you a yardstick for how well you are doing, give yourself one point for each "yes" answer. Total your score. Grade your risk as follows:

13-14 Yes answers. Your risk is apparently well managed; now make it perfect. Look back at your "no" answers and decide what you can do to close this area of exposure.

11-12 Yes answers. You are making good progress, but there are a number of actions you can take to reduce your risk. You may wish to focus your attention on areas indicated by the "no" answers. Based on the results of reviews in these areas, you can decide what further steps are indicated.

8-10 Yes answers. You and your community may be at risk, but it is not too late. Scores in this range suggest your emergency management responsibilities are being partially met, but there is room for improvement. Start today to develop a comprehensive emergency management program.

Fewer than 8 Yes answers. You are at risk! Prompt action is indicated. You need to take immediate action to improve your ability to respond effectively to a major disaster. A complete review of emergency management organization and your role is warranted to reduce your risk. In the next section and in Section IV, CEO Reference Portfolio, you will find a number of steps you can take to build up your emergency management program.



Section III

Building Your Own Survival Kit

■ The Relationship of the CEO Survival Kit and CEO Checklist to a Community's Emergency Operations Plan

Before building your own survival kit, it is important to understand the relationship of the CEO Personal Survival Kit and CEO Checklist to the overall emergency management plan.

Many progressive communities have developed a system of emergency response guides suited to local needs. The basic emergency operations plan is the largest and most complete guide. It will contain the basic plan, functional annexes and hazard-specific appendices.

Because it is impossible for everyone to carry around a copy of the complete emergency operations plan, some cities such as Alexandria, Virginia have come up with a simplified guide to city response plans. In Alexandria this guide is called an "Emergency Checklist." In effect, it is a "mini-plan" that spells who and what agency has primary operational responsibility. It is designed to provide department/activity directors and other emergency workers a short, easily readable and readily available listing of task assignments to be carried out as required" for more than 30 major categories of disasters.

If your community has developed a similar checklist, then this would go in your personal survival kit which in turn would be stored in your car or elsewhere. The CEO Checklist is designed to be carried however you carry identification and credit cards and so be immediately available to you.

■ What to Put Into Your Own Survival Kit

Your survival kit should contain "tools" and equipment you as an executive need with you during the first hours of a disaster, when vital decisions often have to be made and you may be literally miles away from the nearest disaster plan. The list given below represents the recommendations of the National Advisory Committee.

■ Kit Contents

Information

- pamphlet-sized mini-emergency plan or other checklists
- spare CEO Checklist (see below)
- maps of jurisdiction (street, topographical, overhead photo etc.)



**BUILDING YOUR OWN
SURVIVAL KIT**

Supplies

- tape recorder
- notebook or log book
- spare pencils, pens

Identification

- incident commander vest/armband/ or similar identifier
- government-issued ID card with photograph and title

Contact lists

- peer (listing of names, home and office numbers to consult)
- other experts

Clothing

- seasonal outerwear (minimum plastic raincoat or windbreaker)

Options

- portable 2-way radio with extra batteries, preferably the long-lasting lithium type
- flashlight with lithium batteries and spare bulb
- cellular or mobile phone
- protective clothing (hard hat, boots, gloves etc. if required)
- change of clothing
- personal comfort items (high energy, low-sugar snack foods like nuts, dried fruit as well as other sundries like aspirin, chewing gum etc.)

■ Suggestions for Kit Development

- keep it simple and small ... try to keep the kit simple and compact...small enough to carry comfortably with you in your car
- have all key subordinates develop their own kit
- test kits during preparedness exercises
- send enabling memos to all departments directing them to participate in task forces, exercises, and plan updates
- attend important training and exercises
- call for multiagency critiques after each significant, but less-than-disaster-sized incident
- use checklist and other materials in the kit to review your emergency management knowledge and the status of your community's preparedness
- review and modify plan and kits as necessary every year, preferably every six months
- consider testing the response of your senior executive staff through a quarterly unannounced drill



**BUILDING YOUR OWN
SURVIVAL KIT**

- set up chain of reporting, i.e., incident commander to emergency manager to CEO
- establish the order for reporting crucial information to you and use this format in designing your own checklist
- revise checklist to follow reporting procedures above.

■ **The Take-It-With-You CEO Checklist**

Checklists...no commercial pilot would think of taking even a routine flight without carefully going over a pre-flight checklist. If pilots with hundreds of hours of training and practice need them for safety reasons, shouldn't you, as an elected or appointed CEO, have a checklist available when you are "flying solo" for the first time during a major emergency?

The CEO Checklist we made up for this kit can be used as is. Better still, use it as a prototype to improve on when you create your own personalized version.

The Checklist has been designed to assist CEOs to be better prepared to respond to critical incidents. It folds to credit card size. This means it can travel anywhere with you and be no further than your wallet. Essentially it is a set of reminders for:

- ✓ the questions you should ask
- ✓ the immediate steps that you need to take
- ✓ key points for you to bear in mind as you begin to manage your community's response to a disaster.

Thus, it is designed to take the CEO through the first hours of a disaster. As such, make your version of it a synthesis of the CEOs role in your community's emergency operations plan..

Neither this nor any other tool will substitute for direct involvement in your community's emergency management planning. Rather, the checklist should be a reflection of your involvement in emergency operations plans development and testing. In an ideal world this checklist would be a final step in the preparation of an emergency operations plan. To be of optimal value, the checklist should be thought of as another tool for CEOs committed to reducing their emergency management risk.

We have included a sample of the checklist in this kit for your use. The checklist is organized into six panels: Background Information, Immediate Actions, Personal Actions, Legal, Political, and Public Information. Each panel lists key reminders in brief phrases. To explain the brief phrases used in the checklist, below we have taken each of the six panels in turn and explained each term in more detail. If the meaning of any of the phrases in the checklist is not readily apparent to you, look that step up in the section below.

If you see the value of the checklist and are convinced that it or one similar to it would be an important tool for you in meeting your emergency management responsibilities, you may want to skip to the final item in this section. This item is a draft memo that outlines points you might like to raise with your staff when you forward this material to them for action.



CEO's Disaster Survival Kit	
Background Information	
Notified by	_____
Time	_____
Type of	_____
Emergency	_____
Location	
<input type="checkbox"/>	CEO reporting point, open routes and means; communications channels
Incident Size-up	
<input type="checkbox"/>	Type
<input type="checkbox"/>	Magnitude
<input type="checkbox"/>	Best/Worst case
Damage	
<input type="checkbox"/>	Injuries/deaths
<input type="checkbox"/>	Area (size)
<input type="checkbox"/>	Property damage
<input type="checkbox"/>	Other impacts
Resources	
<input type="checkbox"/>	Incident command status
<input type="checkbox"/>	Int./Ext. resources committed
<input type="checkbox"/>	Int./Ext. resources required
<input type="checkbox"/>	EOC status and location
<input type="checkbox"/>	Other authorities notified?

Background Information

The checklist's first panel gives you a quick list of background information to make sure you obtain when the incident is first reported to you. You need this information to assess the disaster and to determine your immediate actions.

We have tried to put this information in a logical sequence that fits most situations. Because there is always the chance that at any moment you could be cut off from the official alerting you to the incident we have designed the checklist reminders to get at the most critical information first. You can help yourself while helping the reporting official, if you make it perfectly clear that you want the official notifying you of any disaster or potential disaster to report the facts in this order. The objective of an orderly notification process can be best assured, if you can check off and jot down information directly on the checklist in this order.

■ **Notified By**_____

...for legal reasons it is important to document who first notified you about the disaster. Obviously, it is important to validate the authenticity of the call by password or other means

■ **Time**_____

...be sure to note exactly when you were first notified of the incident. Use the space on the checklist to note the time of notification; inability judgments may



**BACKGROUND
INFORMATION**

well rest upon how you respond based on information you are given in this first call

■ **Type Emergency** _____

LOCATION

...get the best description of the location and extent of the incident

■ **CEO reporting point**

...clarify whether to go to the Emergency Operation Center (EOC), an alternate EOC, or other reporting point

■ **Open routes**

...determine the best available travel route and type of transportation (will a vehicle be dispatched to pick you up or will you use own vehicle or other means to respond)

■ **Available communication**

...confirm the availability of primary and back-up communication channels and frequencies available to you (mobile radio, mobile phone, private line into the EOC, secure communications links etc.). Remaining in communication at all times is key to effective executive leadership.

INCIDENT SIZE-UP

The need to know what your community is up against so you can decide your immediate course of action requires that you know the nature and the extent of the emergency. The following points will help you get a quick overview of the size and type of incident and what has been done already by response agencies. You may have to make immediate decisions about declaring a disaster or executing other emergency powers.

■ **Type**

...Disaster.. This may be obvious or complicated.; i.e., whether it is a hazardous materials spill, toxic release or both

■ **Magnitude**

...this is often difficult to determine initially. Nevertheless, it is important to document the situation as initially reported to you. Therefore, try to pin down the reported scope/size, its status (whether , for example, it is expected to increase or decrease and how rapidly)

■ **Best/worst case**

...this line provides another check on the report you are getting in terms of how



BACKGROUND INFORMATION

clear a picture has developed about the incident.

DAMAGE

...The scope of damage is often unreliable in the initial reports. Despite this reality, try to document the following measures. This information may prove crucial in how soon any local, state, or Federal disaster declaration is made

- Injuries/ deaths
- Area (size) if known
- Property damage
- Other impacts

...you are looking for other consequences, such as environmental damage, economic factors and other concerns that may have a bearing on whether you declare an emergency or seek external assistance.

RESOURCES

You need to know the following information as part of your size-up to get an immediate sense of the resources committed, the resources available, but not committed, and the possibility of the need for and availability of outside resources. Quite often, interjurisdictional mutual-aid agreements require the CEO or a designee to formally request mutual aid.

Even if no immediate action is required from you to summon additional resources, it is important to know what resource requirements exist or might be needed later. This information allows the CEO to give immediate orders as necessary while you are in transit to the EOC, command post, or other reporting point

- Incident command status

...if your community is current with sound emergency management practices, an incident command system (or similar title) will have been put into effect. One of the key aspects of successful emergency management is knowing who is in overall command at the incident and at the EOC. Key to your assessment of the situation may be who is charge of the incident in the field and who is charge at the EOC. In both instances you are looking for indications of sound organization and proper delegation of authority.

- Interior/Exterior resources committed

...at this point you will find out what local response agencies are involved and their degree of commitment (partially, fully etc.). Similarly, you will probably want to know if outside agencies have responded, and, if so, what they are doing (filling in, reporting to a staging area, engaged in operations etc.



**BACKGROUND
INFORMATION**

■ Interior/Exterior resources required

...ascertain if there already is or there is about to be a shortage of either internal or external (to the jurisdiction) resources. Such a shortage may require you to take some immediate action, (such as phoning the mayor in a nearby community to request police assistance) prior to departing for your reporting point.

■ EOC status and location

...the emergency operations center (EOC) may require your authorization to be activated. On the other hand, an alternate EOC may need to be designated. By checking the status, you may head off misunderstandings

■ Other authorities notified?

...what other officials, media etc. in your jurisdiction know of this incident? What officials in other jurisdictions, at the state level or public, private industry officials have been notified. Here, you are trying to find out whether all appropriate officials have been notified. It may be that you want the jurisdiction's legal advisor notified, your counterpart(s) in another jurisdiction, or certain state, or Federal officials notified. By discovering what key officials have been notified you can decide whether or not other personnel should be notified immediately.



CEO's Disaster Survival Kit

1 • Immediate Action

- Begin personal log
- Establish contact with Office of Emergency Management
- Direct staff to assess and report on problems, resources, shortfalls, policy needs and options
- Chair assessment meeting
- Issue emergency declarations as needed
- Set reporting procedures
- Remind staff to keep complete logs of actions and financial records
- Begin liason with other officials

1 • Immediate Actions

■ Begin personal log

...keep a log of all key information, factors weighed, and decisions reached from the time you are notified of a disaster. The log can be written or recorded using a portable mini-cassette recorder.

The log should include all information and orders given under background information, and should be used continuously throughout the management of the disaster. This log will document the amount of information the CEO had when making decisions and will protect him / her if liability issues are raised during the recovery phase. It will also be essential in the preparation of an after-action report.

■ Establish contact with Office of Emergency Management

...as the situation permits and if you have not already done so, contact the emergency program manager (civil defense director or similar title)

■ Direct staff to assess and report on problems, resource shortfalls, policy needs, and options

...direct the emergency program manager staff or planning staff under the Incident Command System) to compile an initial assessment. Establish the



IMMEDIATE ACTIONS

time, audience (department heads, elected officials, private sector officials, etc., as appropriate to the emergency)

The assessment should be in the form of a situation report. It should give the status of field forces, coordination efforts, and appropriate measures of the problems, resources, shortfalls, and options for the initial response

■ Chair assessment meeting

...If officials are conforming to local procedures and the procedures are sound, this initial briefing should begin to answer the following questions: Who is in charge? Where? Of what? Has there been proper vesting of authority? Is the continuity of government assured? What is the status of intergovernmental coordination? Availability of support from utilities, state agencies, private organizations? What options are open to you to deal with shortfalls? What financial issues are surfacing? What conditions/parameters should be followed in contacting outside public officials? Is there a need to place other personnel on alert? What is the status of EOC: should it be opened/closed/relocated?

Based on the information provided you at the meeting, you may decide to notify/activate additional resources

■ Issue emergency declarations as needed

...Decide if a declaration of emergency should be issued or remain in force. Issue emergency declarations as deemed appropriate and be sure official documentation is initiated and continued throughout the emergency—this is again important if liability issues arise, and necessary if state and federal aid is sought after the disaster.

■ Set reporting procedures

...It is important to establish a regular schedule for bringing your top staff together to hear from those planning the next set of action steps in response to the emergency. You and your key advisors will need to approve or modify the suggested course of action. Other matters that need regular review include: when incident command transfers from one official to another, when the objectives of the response need to be changed, and when critical policy decisions need to be made.

■ Remind staff to keep complete logs of actions and financial records calls

...Just as it is important for you to keep logs, each key official should maintain a log that records actions taken, information received, and any deviation from policy together with the rationale for that decision.

■ Begin liaison with other officials

...Consider this a prime responsibility for you and elected officials. Once begun, maintaining liaison with other officials will continue to foster cooperation.



CEO's Disaster Survival Kit

2 • Personal

- Tell family destination and how to contact.
- Take medications, toiletries and clothes
- Take list of peers to contact for advice
- Remember that your role is policy-making, not operational
- Take personal tape recorder
- Other things to remember:

2 • Personal

In the midst of thinking about a danger threatening your community it may be hard to recognize the need to take the time to consider your own and your family's needs. Experience has shown that public officials function better if they take a few moments to see that they have the necessary personal effects to function effectively if they have to remain for some time away from their homes and if they have made adequate provisions for the security of their families.

■ Tell family destination and how to contact

...Alert your family concerning the disaster, assure that they know how to respond if they are in any danger, and be sure that they know how to contact you. Taking the time to leave word with your family about your expected whereabouts and how you plan to maintain contact with them during your absence should be reassuring both to you and your family. Often, it just means giving them an unlisted number that can put them in touch with you at the EOC along with some kind of back-up arrangements (i.e., "I'll phone you by noon, if for some reason you can't get through to me")

■ Take medications, toiletries, and clothes

...Take any necessary personal articles—glasses, medications, toilet articles, energy-sustaining snacks (dried fruit, low-sugar snack bars) etc. that may be needed for an extended stay away from home.



PERSONAL

■ **Take list of peers to contact for advice**

...Take the time in advance to make out a list of peers and/or experts whom you might wish to confide in or seek the advice of during an emergency. This list should constitute your private advisors whose opinion and discretion can be relied on.

■ **Remember that your role is policy-making, not operational**

...It is natural for CEOs to want to "take charge" and be "in the thick of things." But operational matters need to be left to your response commanders, so you are free to work with other policy makers in establishing the broad policies the community needs to function effectively during the emergency.

■ **Take personal tape recorder**

...Carry a tape recorder (with spare batteries). It can be used as your personal log since time for writing will be severely limited, and conditions may make writing difficult to impossible. Test your recorder frequently to ensure it continues to function effectively.

■ **Other things to remember:**

...Jot down other personal reminders in the space provided.



CEO's Disaster Survival Kit

3 • Legal

Contact legal advisors

Review legal responsibilities and authorities:

- emergency declarations
- chain of succession
- intergovernmental aid
- social controls (curfews)
- price controls
- other restrictions

Monitor equity of service based on needs and risks

- maintain balance between public welfare and citizens rights

Have status of contracts reviewed

3 • Legal

■ Contact legal advisors

...Verify location of legal advisor and set up communication links with them. When this actually takes place will obviously vary from incident to incident. Generally, the earlier the notification, the better.

■ Review legal responsibilities and authorities:

- emergency declarations
- chain of succession
- inter-governmental aid
- social controls
- price controls
- other restrictions

...Review legal delegations/legally binding authorities for: declaring an emergency, establishing curfews, delegating authorities, securing intergovernmental assistance, and protecting the population within appropriate legal safeguards (community liability, e.g. public disclosure) are some of the matters that may arise in this initial review with your legal advisors. Other issues that may arise are price controls, evacuation considerations and other restrictions.



LEGAL

■ Monitor equity of service based on needs and risks

- Maintain balance between public welfare and citizens' rights.

...Defend against charges of favoritism by establishing and following criteria to treat all sectors of the community equitably. This means keeping the public informed of what is being done to restore the community's essential services and monitoring service restoration to see that, within reason, all neighborhoods receive equal treatment.

■ Have status of contracts reviewed

...Have your community's legal advisors review any current contract with suppliers of emergency goods or services as necessary.



CEO's Disaster Survival Kit

4 • Political

- Recognize accountability
 - Check provisions for public officials:
 - space at EOC
 - periodic updates
 - staff updates on politically sensitive issues, such as life and property losses, service interruptions, etc.
- Establish and evaluate policy decisions throughout the incident
- Confer with other selected officials when problems arise
- Use elected officials to request assistance from public and private organizations

4 • Political

■ Recognize accountability

...Ultimately, the public will hold elected officials responsible for perceived failures in the response to and recovery from a disaster. Therefore, each act must be carefully weighed. This has to be done without interfering with incident operations. Recognize that accountability is a constant issue and keep colleagues and those at higher governmental levels (governor, legislators) who may need to respond to the news media updated on the situation.

■ Check provisions for public officials:

- space at EOC
- periodic update
- staff updates on politically sensitive issues such as life and property losses, service interruptions, etc.

■ Establish and evaluate policy decisions throughout incident

...Identify and consider political aspects of declaring an emergency and other policy decisions



POLITICAL

■ **Confer with other elected officials when problems arise**

...Get advice in anticipation of or as problems arise. A good rule of thumb here is that when things start to fall apart this is the time to seek counsel from city council members or their equivalent. By having these elected officials assigned to stay in one place, these consultations can be undertaken promptly.

Consider also contacting any peer or advisor who has handled a similar disaster for their advice and guidance.

■ **Use elected officials to request assistance from public and private organizations**

...Often, a key to cutting through red tape and obtaining quick response from other public and private resources is for the CEO and/or other elected officials directly to contact the authority that controls the needed resource. This is an appropriate role for these officials if 'normal channels' are not responsive enough. Political connections can often expedite a special request, such as a helicopter that would otherwise take days to obtain.



CEO's Disaster Survival Kit

5 • Public Information

- Check plans to inform public and manage media
 - designate single PIO
 - evaluate media capabilities
 - establish media center
 - channel all releases first through CEO in EOC
 - establish news media update and access policies

5 • Public Information

The impact of the media on a disaster is sometimes referred to as the "disaster after the disaster." Disasters often have no greater challenge than that of attempting to use the media to correctly inform the public. To succeed, the CEO must be prepared to deal with both the local and national media. A CEO experiencing the national media for the first time is seldom prepared for the effort. For this reason, special reminders are included on this checklist on how to manage the demands of the media. First and foremost is to designate a single point-of-contact for the media. This job is so demanding that few CEOs will want to take on this responsibility in addition to the primary responsibility to manage the community's overall response.

■ Check plans to inform the public through the media

- designate single Public Information Officer

Appoint one PIO to avoid conflicts in official statements that could result in confusion, panic, or miss-aimed public outcry about the handling of the incident. This may mean reaffirming the normal PIO/spokesperson. This should be a senior official able to speak for the CEO and all other agencies involved in the disaster response. This individual should be experienced in dealing with the media and familiar with the community's emergency response plans and the incident command system. At least two back-ups should also have these skills if your prime individual is unavailable.



**PUBLIC
INFORMATION**

- evaluate media capabilities

Check status to insure the capabilities of major outlets of the local media to reach the public are not adversely affected. Also, identify alternate sources of public information. Throughout the incident monitor media activities and messages

- establish media center

Designating a single media center can help actively manage the press proactively and keep them apprised of the ongoing situation. Ideally the media will be assigned an area close enough to the incident site to be convenient to it, but far enough away that their attempts to cover the incident do not hamper response operations.

- channel all releases first through CEO in EOC

Establish approval process for press release so that as press releases are formulated, they are routed through the CEO and coordinated with affected agencies. Particular care must be taken with evacuation and return announcements.

- establish news media update and access policy

For example, it may be necessary to designate a pool of a few reporters and camera crews and to allow this pool to report from the scene rather than granting blanket access to all who hold press cards.

■ A Final Note on Using the Checklist

Before using this or a modified checklist, you should first review local procedures and the CEOs responsibilities. You may find one of the Checklist's greatest benefits is that it gets you thinking about your readiness and that of your community to handle a major incident.

The National Advisory Committee wants to make this kit easy for you to use. Accordingly, a sample action memo has been drafted for you to consider in taking your next step to reduce your risk. You will find it on the next page.

Sample Memo



M•E•M•O•R•A•N•D•U•M

DATE:
TO: Emergency Program Manager
FROM: (your title)
RE: CEO Survival Kit

Attached find information concerning a CEO Kit sent to me by the Federal Emergency Management Agency. Having reviewed the material I am very interested in your opinion concerning the feasibility of developing this kit to suit our specific community needs. The kit appears to fill some voids in my preparation. In addition to a CEO survival kit for myself, I think that appropriately adapted checklists should be developed for the following community leaders:

- o Emergency Program Manager
- o Director of Public Works
- o Emergency Services Director
- o Police Chief
- o Fire Chief
- o any other appropriate directors I may have overlooked.

Such a kit, it seems to me, cannot help but facilitate our response to any community disaster by delineating agreed upon essential actions needing to occur within the first 30 to 60 minutes of the disaster, and assigning responsibility for those actions.

This Kit will certainly not only provide a safer, more structured response on the part of our city's essential public safety services, but at a time when liability suits threatening community officials and departments are so prevalent, utilization of this kit could provide us with some improved armor.

Let's see if we can develop these materials before we conduct our next disaster exercise. I am looking forward to seeing what you can do to improve on ideas in this kit and would appreciate your initial response by _____. Thank you for your time and attention to this important matter.



Appendix A

IEMS and the CEO

■ Background: The Nature of the Problem

We live with a wide range of potential hazards—floods, hurricanes, tornadoes, earthquakes, fires, chemical or toxic materials spills, civil disruption, public service strikes, major accidents, hostage and terrorist situations, and the ever increasing danger of a nuclear disaster—that could affect any community no matter how large or small. Seventy percent of our nation's population resides in cities, providing high-density targets for disasters and thus greatly increasing the likelihood that these disasters will cause extensive loss of life and property damage. One of the major problems in dealing with these hazards is the duplication of emergency response efforts at all levels of government. Currently these emergencies are most often addressed by type, and independently by the individual agencies within a community which might respond. Responding to emergencies using this strategy has proven inefficient and ineffective, usually resulting in unnecessary and unacceptable loss of life, property and natural resources.

■ Role of the CEO in IEMS

When a disaster strikes a city, the CEO immediately becomes the focal point for leadership, and his/her success in responding to an emergency situation will depend on the effectiveness of the city's emergency management system. The foundation of such a system should be an integrated emergency management plan and the capability of implementing the plan successfully

One of the major leadership roles for a CEO is to provide leadership in the development of an effective integrated emergency management system.

Often CEOs take office with little or no experience in managing emergencies or what is involved in a comprehensive emergency management plan or system. The CEO may have little understanding of the laws that pertain to emergency management such as the federal, state and local enabling legislation as well as liability issues revolving around action, or lack of action, taken during an emergency. Community policies and systems that affect community emergency risks and the potential for response may be unclear.

It is imperative to understand one's responsibilities to communicate to the public the impact of emergencies on their lives and property and the need for emergency policy.

■ FEMA's Role in IEMS

To assist CEOs to establish an effective system, the Federal Emergency Manage-



IEMS AND THE CEO

ment Agency developed the Integrated Emergency Management System (IEMS). It works with communities throughout the country to assist with its implementation.

■ What about the Cost of Comprehensive Emergency Management

A comprehensive emergency management program does not require extraordinary allocations of city funds. Because it is a management process, the program strives to utilize existing resources in a more efficient and effective manner, rather than to seek more resources and generate new programs.

■ Description of IEMS

IEMS is a comprehensive system that integrates and coordinates vital agencies and resources into a program of disaster mitigation, preparedness, response and recovery. The establishment of an IEMS system requires a systematic process that will:

- identify risks and potential vulnerabilities
- inventory community resources
- outline roles and responsibilities of municipal departments
- insure strict coordination and communication between departments, businesses, and volunteer organizations.

■ Four Phases of Comprehensive Emergency Management

When fully developed, IEMS is all-risk and all phase: "all-risk" in that it addresses natural, man-made and war-related emergencies; "all-phase" in that it addresses mitigation, preparedness, response, and recovery. The elements of Comprehensive Emergency Management are:

1. **Mitigation**— activities designed to avoid or prevent emergencies from occurring, and to reduce the ill effects of those that are unavoidable. This is the best form of emergency management that can be exercised and the most neglected.
2. **Preparedness**— readies governments to respond to emergencies. A response plan cannot be developed during a disaster, and if an emergency cannot be avoided, then government must be prepared to cope with it. Planning and training are the essential elements of preparedness, as are proper and adequate supplies, equipment, facilities, and personnel.
3. **Response**— successful response to a disaster depends on effective implementation of emergency operation activities which provides for an immediate, coordinated effort involving decisive actions that will eliminate or reduce the severity of the incident, or will prevent it from intensifying. Such operations may include warning, evacuation, suppression, rescue, apprehension, treatment, and, in extreme cases, withdrawal for safety reasons.
4. **Recovery**— the return to normal or improved state of being. This applies to both individuals and organizations and includes physical, mental and financial aspects such as: repairing, replacing, or rebuilding property; regaining health, state of mind, and monetary stability.



IEMS AND THE CEO

■ IEMS: A System to Provide for Coordinated, Effective Response

IEMS is based on the recognition that there are common elements that form the foundation for responding to any emergency, and increasing capabilities in these areas to improve our ability to deal with any type of emergency. The most important of these elements is the central management of all activities during the crisis. Who declares a local emergency? Who orders medical personnel into the field? Who orders an evacuation? What information does the public need? Who has the authority to commandeer public or private property, buildings or vehicles for use during an emergency? Who is responsible for documentation for actions and costs involved? Who is in charge? IEMS answers all of these questions.

Who is in charge during an emergency? *You* as the Chief Administrative Officer of your community, have the responsibility to provide for the protection of the lives and the property of your community's residents. Are *you* prepared to meet this responsibility? To ensure your responsibility to the citizens of your community, you must ensure that your local government is prepared to respond to any type of disaster. Effective local emergency management involves the mitigation of, preparedness for, response to, and recovery from all types of disasters in an organized, well managed, coordinated manner.

■ Integrated Emergency Management Systems (IEMS)

Integrated Emergency Management, as described here, offers a conceptual framework for organizing and managing emergency protection efforts.

An integrated approach to emergency management incorporates all available resources for the full range of emergencies from man-made to natural emergency or disaster, and a full range of issues relating to the four phases; of emergency management. Once the system is in place, it provides a means of efficiently incorporating resources from the private sector and other levels of government. This is best done by examining the function to be performed in an emergency.

The Integrated Emergency Management System emphasizes capability development. The process identified that the plan must follow current resource, and these operations must be conducted according to the development effort. The process is divided in two directions. One focusing on current capabilities and activities (Steps 1-7) and the other direction emphasizing capability improvement (Steps 8-13).

Steps of the Integrated Emergency Management System

- | | |
|---------------------------|----------------------------------|
| 1. Hazard Analysis | 8. Capability Shortfalls |
| 2. Capability Assessment | 9. Multi-year Development |
| 3. Emergency Operation | 10. Annual Development Increment |
| 4. Capability Maintenance | 11. State/Local Resources |
| 5. Mitigation Efforts | 12. Federal Resources |
| 6. Emergency Operations | 13. Annual Work Increment |
| 7. Evaluation | |



IEMS AND THE CEO

Every local area has distinct groups with differing capabilities to perform specific functions in an emergency, program management, emergency operations centers, staff police, and fire departments, voluntary organizations such as the Red Cross or Salvation Army, and many other resources in emergency situations. When these resources are linked through planning, direction, coordination, and clearly defined roles and functions, they are components of an integrated emergency management system.

Carry that integrated approach into the larger universe of regional, State, and Federal resources and support relationships, and an integrated emergency management system is established. The system can be achieved through mutual support with other jurisdictions, good lines of communication with other governmental levels, State, local, and Federal, and dual use of emergency management resources. Outside factors that will affect this system include the hazard and emergencies to be faced and associated political, social and economic issues.



Appendix B

Camera-ready Copy of CEO Checklist

(Your printer can print these six panels back to front, fold the Checklist as shown on the next page and laminate it for longer use.)

CEO's Disaster Survival Kit Background Information	CEO's Disaster Survival Kit 1 • Immediate Action	CEO's Disaster Survival Kit 2 • Personal
<p>Notified by _____ Time _____ Type of Emergency _____</p> <p style="text-align: center;">Location</p> <p><input type="checkbox"/> CEO reporting point, open routes and means; communications channels</p> <p style="text-align: center;">Incident Size-up</p> <p><input type="checkbox"/> Type <input type="checkbox"/> Magnitude <input type="checkbox"/> Best/Worst case</p> <p style="text-align: center;">Damage</p> <p><input type="checkbox"/> Injuries/deaths <input type="checkbox"/> Area (size) <input type="checkbox"/> Property damage <input type="checkbox"/> Other impacts</p> <p style="text-align: center;">Resources</p> <p><input type="checkbox"/> Incident command status <input type="checkbox"/> Int./Ext. resources committed <input type="checkbox"/> Int./Ext. resources required <input type="checkbox"/> EOC status and location <input type="checkbox"/> Other authorities notified?</p>	<p><input type="checkbox"/> Begin personal log</p> <p><input type="checkbox"/> Establish contact with Office of Emergency Management</p> <p><input type="checkbox"/> Direct staff to assess and report on problems, resources, shortfalls, policy needs and options</p> <p><input type="checkbox"/> Chair assessment meeting</p> <p><input type="checkbox"/> Issue emergency declarations as needed</p> <p><input type="checkbox"/> Set reporting procedures</p> <p><input type="checkbox"/> Remind staff to keep complete logs of actions and financial records</p> <p><input type="checkbox"/> Begin liason with other officials</p>	<p><input type="checkbox"/> Tell family destination and how to contact</p> <p><input type="checkbox"/> Take medications, toiletries and clothes</p> <p><input type="checkbox"/> Take list of peers to contact for advice</p> <p><input type="checkbox"/> Remember that your role is policy-making, not operational</p> <p><input type="checkbox"/> Take personal tape recorder</p> <p><input type="checkbox"/> Other things to remember:</p> <p>_____</p> <p>_____</p>

CEO's Disaster Survival Kit 3 • Legal	CEO's Disaster Survival Kit 4 • Political	CEO's Disaster Survival Kit 5 • Public Information
<p><input type="checkbox"/> Contact legal advisors</p> <p>Review legal responsibilities and authorities:</p> <ul style="list-style-type: none"> • emergency declarations • chain of succession • intergovernmental aid • social controls (curfews) • price controls • other restrictions <p><input type="checkbox"/> Monitor equity of service based on needs and risks</p> <ul style="list-style-type: none"> • maintain balance between public welfare and citizens rights <p><input type="checkbox"/> Have status of contracts reviewed</p>	<p><input type="checkbox"/> Recognize accountability</p> <p>Check provisions for public officials:</p> <ul style="list-style-type: none"> • space at EOC • periodic updates • staff updates on politically sensitive issues, such as life and property losses, service interruptions, etc. <p><input type="checkbox"/> Establish and evaluate policy decisions throughout the incident</p> <p><input type="checkbox"/> Confer with other selected officials when problems arise</p> <p><input type="checkbox"/> Use elected officials to request assistance from public and private organizations</p>	<p><input type="checkbox"/> Check plans to inform public and manage media</p> <ul style="list-style-type: none"> • designate single PIO • evaluate media capabilities • establish media center • channel all releases first through CEO in EOC • establish news media update and access policies



Appendix C

Your Personal Copy of the CEO Checklist

Side A

CEO's Disaster Survival Kit Background Information	CEO's Disaster Survival Kit 1 • Immediate Action	CEO's Disaster Survival Kit 2 • Personal
Notified by _____ Time _____ Type of _____ Emergency _____ Location <input type="checkbox"/> CEO reporting point, open routes and means; communications channels Incident Size-up <input type="checkbox"/> Type <input type="checkbox"/> Magnitude <input type="checkbox"/> Best/Worst case Damage <input type="checkbox"/> Injuries/deaths <input type="checkbox"/> Area (size) <input type="checkbox"/> Property damage <input type="checkbox"/> Other impacts Resources <input type="checkbox"/> Incident command status <input type="checkbox"/> Int./Ext. resources committed <input type="checkbox"/> Int./Ext. resources required <input type="checkbox"/> EOC status and location <input type="checkbox"/> Other authorities notified?	<input type="checkbox"/> Begin personal log <input type="checkbox"/> Establish contact with Office of Emergency Management <input type="checkbox"/> Direct staff to assess and report on problems, resources, shortfalls, policy needs and options <input type="checkbox"/> Chair assessment meeting <input type="checkbox"/> Issue emergency declarations as needed <input type="checkbox"/> Set reporting procedures <input type="checkbox"/> Remind staff to keep complete logs of actions and financial records <input type="checkbox"/> Begin liason with other officials	<input type="checkbox"/> Tell family destination and how to contact <input type="checkbox"/> Take medications, toiletries and clothes <input type="checkbox"/> Take list of peers to contact for advice <input type="checkbox"/> Remember that your role is policy-making, not operational <input type="checkbox"/> Take personal tape recorder <input type="checkbox"/> Other things to remember: _____ _____

Fold 1 >>

Side B

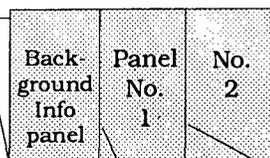
CEO's Disaster Survival Kit 5 • Public Information	CEO's Disaster Survival Kit 4 • Political	CEO's Disaster Survival Kit 3 • Legal
<input type="checkbox"/> Check plans to inform public and manage media <input type="checkbox"/> designate single PIO <input type="checkbox"/> evaluate media capabilities <input type="checkbox"/> establish media center <input type="checkbox"/> channel all releases first through CEO in EOC <input type="checkbox"/> establish news media update and access policies	<input type="checkbox"/> Recognize accountability <input type="checkbox"/> Check provisions for public officials <input type="checkbox"/> space at EOC <input type="checkbox"/> periodic updates <input type="checkbox"/> staff updates on politically sensitive issues, such as life and property losses, service interrup- tions, etc. <input type="checkbox"/> Establish and evaluate policy deci- sions throughout the incident <input type="checkbox"/> Confer with other selected officials when problems arise <input type="checkbox"/> Use elected officials to request assistance from public and private organizations	<input type="checkbox"/> Contact legal advisors <input type="checkbox"/> Review legal responsibilities and authorities: <input type="checkbox"/> emergency declarations <input type="checkbox"/> chain of succession <input type="checkbox"/> intergovernmental aid <input type="checkbox"/> social controls (curfews) <input type="checkbox"/> price controls <input type="checkbox"/> other restrictions <input type="checkbox"/> Monitor equity of service based on needs and risks <input type="checkbox"/> maintain balance between public welfare and citizen's rights <input type="checkbox"/> Have status of contracts reviewed

Side B

Side A

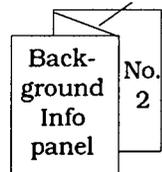
Trim away page except for six panels. Fold (fold 1) and glue Side B to back up the 3 panels of Side A. Fold Side A panels (fold 2 & 3) as shown at right (accordian fold).

Panel No. 1



Fold 2

Fold 3





Appendix D

37 Action Steps to Reduce Your Risk and Implement I.E.M.S.

Getting organized

1. Participate in monthly emergency management meeting.
2. Schedule presentations for elected and senior management officials.
3. Appoint representatives of other organizations to create an emergency management council or task force.
4. Hold local IEMS Workshop.
5. Assign an individual to be responsible for emergency management.
6. Provide line item budgets for emergency management activities.

Planning

7. Conduct/participate in community wide planning.
8. Conduct/participate in area-wide (multi-jurisdictional) planning.
9. Conduct facility/plant planning.
10. Conduct hazards analysis/capability assessment.
11. Become involved in planning.
12. Involve media, volunteer, and other private resources in planning.
13. Evaluate and upgrade emergency management plans.
14. Designate a lead agency for each type disaster.
15. Implement an Incident Command System (ICS).

Training

16. Conduct/participate in community-wide training.
17. Conduct/participate in area-wide (multi-jurisdictional) training.
18. Conduct facility/plant training.
19. Become involved in training.
20. Involve media, volunteers, and other private resources in training.
21. Conduct frequent table-top exercises every six months.



37 ACTION STEPS

22. Conduct all agency, area-wide exercises at least annually.
23. Conduct incident command (ICS) training.

Preparedness

24. Develop warning system for all segments of population.
25. Improve mutual aid programs.
26. Give customized "Checklist" to all elected/senior management officials.
27. Review legal responsibilities and authorities.
28. Develop off-the-shelf emergency ordinances and procedures (predesignated authorities, curfew, rationing, and other emergency powers).

Capability Development

29. Improve prevention/mitigation measures for all type of disasters.
30. Develop detailed hazard-specific plans.
31. Develop/maintain disaster resource lists.
32. Review liability/risk exposure.

Public Information

33. Conduct presentation on IEMS for elected/senior management officials.
34. Hold one-on-one meetings with elected/senior management officials.
35. Conduct public/employee education in evacuation/disaster response.
36. Improve relations with media, volunteer, and private sector.
37. Conduct seasonal public education campaigns on specific hazards.



Appendix E

Resources and References

■ RESOURCES

Emergency Management Information Clearinghouses

Emergency Management Information Center,
National Emergency Training Center,
Emmitsburg, MD 21727
(800) 638-1821

Management Information Center
International Association of Fire Chiefs
1329 18th Street, NW
Washington, DC 20039
(202) 833-3420

Natural Hazards Research and Applications Information Center,
Institute of Behavioral Science, University of Colorado
Campus Box 482,
Boulder, Colorado, 80309
(303) 492-6218

Additional information on the Incident Command System can be obtained from:
Boise Interagency Fire Center,
3905 Vista Ave.
Boise, Idaho 83705
(208) 334-9807

■ SUGGESTIONS FOR BASIC READING

Emergency Management: A Mayor's Manual, United States Conference of Mayors.

This publication seeks to highlight for mayors a number of key elements that serve as the basis for a strong and effective comprehensive emergency management program. The manual is divided into three chapters: Pre-disaster emergency functions, emergency operations and post-disaster recovery., 28 pages



RESOURCES AND REFERENCES

Quinten Johnson and Duane Baltz, ***Comprehensive Emergency Management: A Guide for County Officials***, National Association of Counties Research, Inc. January 1982.

An excellent guide for county officials. Out-of print, but a copy perhaps can be obtained from NACO, if it is not available to you locally.

■ SUGGESTIONS FOR FURTHER READING

FEMA

- Objectives for Local Emergency Management, CPG 1-5/ July 1984
- Integrated Emergency Management Course SM 171/ May 1984, NETC
- Urban Guide for Fire Prevention and Control Master Planning
- Guide for Development of State and Local Emergency Operations Plans, CPG 1-8, October 1985,
- Guide for the Review of State and Local Emergency Operations Plans, CPG 1-8A
- Program Guide Disaster Assistance Programs, DR&R 19, October 19, 1984,
— Documenting Disaster Damage Pursuant to Public Law 93-288, DR&R 7, August 1981.
- Formulating Public Policy in Emergency Management, A Course Book and Resource Manual for Public Officials. Emmitsburg, MD Emergency Management Institute, Fall 1983

"What to Do When a Disaster Strikes: Advice to Local Chief Executives from Eau Claire, Wisconsin", Washington; The Academy for Contemporary Problems, 1981. Natural Disaster Recovery and Mitigation Resource Referral Service

Asnoff, H. Igor. ***Strategic Management***. New York; Halsted Press Division of John Wiley and Sons, Inc., 1979

Drabek, Thomas E., et al. ***Managing Multiorganizational Emergency Responses—Emergency Search and Rescue Networks in Natural Disaster and Remote Area Settings***.

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Herman, Roger E., ***Disaster Planning for Local Governments***, NY, Universe Books, 1982

Hoetmer, Gerald J. and Cindy Herrera (no date) ***Assessing Local Government Emergency Management Needs and Priorities***, Washington, D.C., International City Management Association

Baseline Data Report, Volume 15, Number 4, ***"Emergency Management"*** International City Management Association

You are At Risk (Unpublished Vols. I, II, and III), International City Management Association



**RESOURCES AND
REFERENCES**

Comprehensive Emergency Management: A Guide for County Officials. Washington: National Association of Counties, 1982

Quarantelli, E.L. **Delivery of Emergency Medical Services in Disasters: Assumptions and Realities.** New York: Irvington Press, 1981.

Quarantelli, E.L., and Verta A. Taylor. **An Annotated Bibliography on Disaster and Disaster Planning,** Columbus : Ohio State University: Disaster Research Center, April 1980.

Rubin, Claire B. **Disaster Mitigation Challenge to Managers.** Washington, D.C.: The Academy for Contemporary Problems, January 1979.

Rubin, Claire B., **"Managing the Recovery From a Natural Disaster"**, February, 1982 Vol 14. No. 2, Management Information Service Report, February 1982.

Stevenson, Lisa, and Marie Hayman. **Local Government Disaster Protection, Final Technical Report.** Washington, D.C. International City Management Association, February, 1981

Bragdon, Clyde. **"A New Emergency Management Partnership."** The International Fire Chief (September 1983)

Hawkins, Thomas. **"Building Bridges: The Fire Services Involvement in Emergency Management."** The International Fire Chief (January 1984)

Murray, William E. **Emergency Response Assessment: Need for Exercises,** Washington, D.C.; Public Technology Inc., April 1984

National Governor's Association. NGA State Emergency Management Series. Titles include **"Comprehensive Emergency Management, A Governor's Guide"** , **"Domestic Terrorism"**, **"Federal Emergency Authorities: Abstracts"**, and **"1978 Emergency Preparedness Project Final Report."** Washington, D.C.: NGA, 1979

Emergency Management Principles and Practices for Local Government. The International City Management Association, Washington, D.C., 1991.



Appendix F

Acknowledgements

Current and former members of the IEMS National Advisory Committee conceived the idea for and contributed significantly to the development of this kit. The addresses and phone numbers of current members are included, should you wish to contact them for additional information on the kit or IEMS development matters.

Special recognition is merited by Richard Casanova, James Coyle, Jack Ethredge, Myra Lee, and Mike Toole for their special contributions to a task force that worked to lay the foundation for this product.

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