
Neighborhood Radio Communications Response Guide



City of Eugene
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Eugene, Oregon 97401

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Acknowledgements

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Table of Contents

Table of Contents.....	v
List of Figures and Tables.....	vii
1 Introduction.....	1
1.1 General.....	1
1.1.1 How to Use this Guide	2
2 Pre-Disaster Preparations	3
2.1 Introduction.....	3
2.1.1 Building a Personal Radio Response Go-Kit	3
2.2 Preparing for Radio Communications	4
2.2.1 NC Staffing	4
2.2.2 Recommended NC Communications Equipment.....	4
2.2.3 Recommended NC Materials.....	5
3 Two-Way Radios	7
3.1 Family Radio Service (FRS) Radios	7
3.2 General Mobile Radio Service (GMRS) Radios	7
3.3 Ham Radios.....	8
3.4 Frequencies and Channels	8
3.4.1 FRS and GMRS Radios.....	8
3.4.2 Ham Radios.....	9
4 Radio Communication Process	11
4.1 General.....	11
4.2 Response Information Flow	12
4.3 Field Team Mobilization and Communications	13
4.3.1 Getting Started.....	13
4.3.2 Reporting Damage and Injuries	13
4.4 District and Neighborhood NC Communications Team.....	14
4.4.1 Net Control Team Leader	14
4.4.1 NC Radio Team Leader	15
4.4.2 Optional Second Radio Operator.....	16
4.4.3 Scribe.....	16
4.4.4 Runner.....	17
4.5 Documenting Communications	18
5 Maintaining Your Skills.....	19
6 Field Guides	21
6.1 Radio Team Leader Field Guide.....	23
6.1.1 General.....	23

6.1.2	Net Operations.....	24
6.1.3	EOC Net Activation.....	25
6.1.4	Information Gathering and Message Urgency.....	25
6.1.5	Radio Team Leader Checklist.....	27
6.2	Field Team Guide.....	31
6.2.1	Getting Ready to Deploy.....	31
6.2.2	Radio Troubleshooting.....	31
6.2.3	Field Team Safety Tips.....	32
6.2.4	On Assignment.....	32
6.3	Runner Field Guide.....	35
6.3.1	Getting Ready to Deploy.....	35
6.3.2	Radio Troubleshooting.....	35
6.3.3	Runner Safety Tips.....	36
6.3.4	On Assignment.....	36
7	Communication Basics.....	39
7.1	Communication Tips.....	39
7.1.1	Talking on the Radio.....	39
7.1.2	Holding your radio.....	40
7.2	Transmitting Messages.....	40
7.2.1	Emergency Messages.....	40
7.2.2	Routine Messages.....	41
7.2.3	Radio Check.....	41
7.3	Radio Code Words.....	42
7.4	Clear Text vs Conversation.....	43
7.5	Phonetic Alphabet.....	44
	Appendix A: Radio Locations, Nets, and Maps.....	1
A.1	Eugene Area Emergency Radio Nets.....	3
A.2	Locations of Radio Stations.....	3
A.3	City Maps.....	4
	Appendix B: Acronyms and Glossary.....	1
B.1	Acronyms.....	3
B.2	Communication Acronyms and Glossary.....	5
B.3	Glossary of Key Terms.....	6
	Appendix C: Forms.....	1

List of Figures and Tables

Figures

[Figure 4-1 Emergency Communication Flow Chart.....](#) 12

[Figure 6-1 Emergency Reporting Chart](#) 24

[Figure A-1 Ham Radio Nets](#)A-3

[Figure A-2 Eugene Emergency Communications District Map.A-5](#)

[Figure A-3 Eugene Emergency Communications FRS Channel Usage Map](#)A-7

Tables

[Table 2-1 Neighborhood and District NC Communications Equipment](#) 5

[Table 2-2 Forms](#) 6

[Table 3-1 FRS and GMRS Power Settings.....](#) 8

[Table 3-2 City of Eugene EOC Frequency](#) 9

[Table 4-1 Radio Types and Uses](#) 11

[Table 6-1 Radio Team Leader Checklist](#) 27

[Table 6-2 Radio Troubleshooting](#) 31

[Table 6-3 Radio Troubleshooting for Runners](#) 35

[Table 7-1 Emergency Messages](#) 41

[Table 7-2 Routine Messages](#) 41

[Table 7-3 Radio Check](#) 42

[Table 7-4 Radio Code Words](#) 42

[Table 7-5 Clear Text vs. Conversation](#) 43

[Table 7-6 Phonetic Alphabet](#) 44

[Table A-1 Eugene Radio Station Locations](#)A-3

[Table A-2 Eugene Emergency Communications District Map Attributes](#)A-6

[Table A-3 Eugene Emergency Communications FRS Channel Usage Map Attributes](#)A-8

[Table C-1 Form Descriptions.....](#) C-3

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1

Introduction

1.1 General

Eugene has the potential to experience a high magnitude earthquake caused by the Cascadia Subduction Zone (CSZ). Exceedingly limited staff availability in the aftermath of a severe earthquake will create problems and challenges difficult to predict or solve in advance.¹ Every sector will experience substantial failures and interruptions.¹ Some possible impacts from a large earthquake can be anticipated and others may not. Unanticipated impacts and the sheer magnitude of a large earthquake will challenge local, State, and Federal preparedness and response efforts.¹

Since, post incident, many if not all services are anticipated to be interrupted, the City of Eugene Emergency Operations Center (EOC) will be activated. The EOC coordinates response to major disaster or emergency situations. The City Manager may declare a State of Emergency as defined in Eugene City Code 2.1055. Declaring a State of Emergency gives the City Manager authority to take specific disaster or emergency measures. This includes officially requesting and obtaining resources from higher levels of government.

The process of declaring a State of Emergency includes gathering situational awareness from fire, police, and public works personnel and others as they assess the impact and scope of damage from an incident. Community members can help city employees develop situational awareness, to save lives, protect property, and the environment, by relaying critical information to the EOC. As a trained citizen radio operator, you can play a key role in gathering and transmitting damage and injury reports to the EOC.

This document describes how to use hand-held radios to communicate with your local field teams, neighborhood net control (NC), district NC, the City's EOC, or other neighborhood NCs. By learning basic two-way radio operation skills and processes and practicing, you will be better prepared to help yourself, your neighborhood, and inform the EOC in the event of an incident.

¹ United States. City of Eugene. Emergency Management. *Eugene-Springfield Area Multi-Jurisdictional Natural Hazards Mitigation Plan*. January 2020. Accessed August 2021. <https://www.eugene-or.gov/DocumentCenter/View/48415/Eugene-SpringfieldAreaMJNHMP2020?bidId=>

1.1.1 How to Use this Guide

This guide was written for Eugene citizens and it is divided into three (3) parts. They serve to guide neighborhood associations to work in conjunction with CERT principals to help yourself, your family, and your neighbors following a disaster or emergency. The CERT mission is to build resiliency within the community. To further their mission, they offer their training and experience as subject matter experts to the neighborhood associations for the implementation of this communications guide and other preparedness training.

Part One – The Pre-disaster Preparations Guide: The Preparations Guide (Sections 2-5) identifies steps to take to prepare yourself, your neighborhood, and your neighborhood NC for communications response in advance of an incident. It also provides an overview of radio types and the communication process. Please read these sections to begin preparing now or as soon as you can.

Part Two – Field Guide: The Field Guide (Sections 6-7) provides an overview and checklist for quick action after a disaster. Review the Field Guide, learn the identified actions, practice responding, and keep printed copies of the Field Guide with your emergency supplies. To prepare your NC, keep printed copies of the Field Guide by the Radio Team Leader's (RTL) equipment/station.

Part Three – Appendices: Consists of three appendices, containing useful resources, links, maps, and forms, to support you and your neighborhoods preparedness goals and ability to respond.

2

Pre-Disaster Preparations

2.1 Introduction

This section covers preparing yourself and your neighborhood in advance of a disaster. Making time now to gather radios, equipment, and materials for yourself and your neighborhood NC, will better prepare you to respond. Learning about processes, understanding responsibilities, participating in training, and practicing skills will help you support your community when they need you most.

2.1.1 Building a Personal Radio Response Go-Kit

Prepare now to provide emergency communications to support your neighborhood after a disaster by building a Radio Response Go-Kit. Your kit should contain the following items:

- Radio
 - Mark your radio with your name, cell phone number, and Federal Communications Commission (FCC) issued call sign (if applicable).
- Additional radios to loan (if available)
 - Mark each radio with a unique identification code for tracking.
- Extra radio batteries
- Notepad
- Pencils and pens
- Radio manufacturer's instruction manual
- Waterproof radio cover (if your radio is not waterproof)
 - A clear plastic bag and rubber band will suffice. When in operation, cover the radio with a bag and wrap the rubber band around your wrist to secure.
- Flashlight (preferably headlamp) and extra batteries in protective bag
- Copy of the Field Guide (see Section 6 and 7)
- Copy of Phonetic Alphabet (see Section 7.5)
- Communication Forms (see Appendix C)

2. Pre-Disaster Preparations Guide

- Communications Log
- Damage Assessment Form
- General Message (ICS 213)
- Unit Activity Log (ICS 214)

2.2 Preparing for Radio Communications

Neighborhood and district NC are locations where neighbors agree to assemble after a disaster. The locations should be determined ahead of time, visible from the road, preferably a public space, and have shelter available.

After a major disaster, neighborhood field team members will self-activate by reporting to their neighborhood NC with their Personal Radio Response Go-Kit (see Section 2.1.1). Upon arrival, members will report to the Net Control Team Leader (NCTL) for an assignment and to the Radio Team Leader (RTL) for a radio (if you don't have one). The RTL should inform field team members of the base channel to be used.

Field teams will begin by assessing damage and communicate findings to their neighborhood NC via Family Radio Service (FRS) radios. The neighborhood NCTL will report to the district NCTL via the designated district Ultra High Frequency (UHF). The district NCTL in turn will pass on the district reports to the City EOC via the designated Very High Frequency (VHF).

2.2.1 NC Staffing

Ideally two, preferably three, individuals are needed to staff a neighborhood NC. The following positions are recommended for neighborhood NC staffing:

- Net Control Team Leader (NCTL)
- Radio Team Leader (RTL)
- Scribe

2.2.2 Recommended NC Communications Equipment

A suite of communications equipment is needed to stock a NC. Table 2-1 identifies ham, FRS, and other general communications equipment needed to support NC operations.

Table 2-1 Neighborhood and District NC Communications Equipment	
Type	Equipment
Ham	Radio with antenna (roof antenna preferred)
	Batteries and/or power supply
	Manufacture’s or radio owner’s instruction manual
FRS	Two (2) radios should remain at the NC
	Additional radios to loan out to field teams
	Extra batteries and/or power supplies
	Manufacture’s or radio owner’s instruction manual
	List of channel numbers and programmed frequencies established by your neighborhood Communications Team
Other	Headsets, microphones, and other accessories
	Solar panels for charging batteries
	Lighting and headlamps with batteries
	Antennas and cables

2.2.3 Recommended NC Materials

In addition to communications equipment, a NC will need a variety of materials to support response. The following list identifies administrative supplies needed to support operations at a NC. Make time now to collect and store the following materials in advance of an incident:

- Notepads and message pads (duplicate)
- Pencils, highlighters, and pens
- Clock
- Whiteboard with markers and/or cork board with tacks
- Volunteer Sign-In/Sign-Out Sheets (ICS 211)
- Copies of Field Team Guides
- Copies of Runner Field Guides
- Expandable file or portable file box for forms
- Binders to sort papers
- Clipboards
- Multiple copies of each form (see Table 2-2) hole punched
- Documentation box

2. Pre-Disaster Preparations Guide

Tracking communication, equipment, and resources will require a variety of forms. Table 2-2 identifies the most common forms used to support incident response and documentation.

ICS Number (if applicable)	Name
ICS Form 211	Volunteer Sign In / Sign Out
ICS Form 213	General Message Form
ICS Form 214	Unit Activity Log
	Communications Log
	Equipment and Radio Check-Out
	Runner Assignment Tracking Form
	Sign In/Out Sheet (Reminder Sign)

3

Two-Way Radios

This section describes four types of radios, the pros and cons of each, and recommendations for use in emergency communications.

3.1 Family Radio Service (FRS) Radios

A license is not required to operate an FRS radio. FRS radios have twenty-two channels and are allowed to transmit up to 2 Watts (W) of power on channels 1-7 and 15-22. If you need to communicate in your immediate neighborhood, your own block, or within a radius of several blocks, an FRS hand-held radio should accommodate your needs.

Since FRS radio operators do not have licenses, they do not have FCC issued call signs. FRS operators should use tactical call signs (i.e. Search and Rescue 2 or Medical 1) assigned by the NCTL or RTL at their local neighborhood NC.

3.2 General Mobile Radio Service (GMRS) Radios

A license from the FCC is required to operate a GMRS radio. If you plan to communicate both in and beyond your neighborhood, GMRS shares the same 22 frequencies with FRS radio users. GMRS can operate at a higher power level, except for channels 8-14 where both radios are limited to 0.5 W.

GMRS has a total of 30 channels, 22 FRS/GMRS combined channels plus 8 repeater channels. Using a GMRS radio at a higher power on channels 1-7 and 15-22 will overpower a FRS radio being used on the same channel in the same vicinity. It is recommended teams use a low wattage when different radio types are being used in close proximity, such as during search and rescue operations.

GMRS radio operators must use their FCC-issued radio call signs when communicating. GMRS licensing is good for 10 years and costs \$35 (as of 2021). The license covers you and your immediate family and can be renewed after 10 years at no cost. To use GMRS as a method of communication, neighborhood NCs should try to ensure GMRS users possess a valid GMRS license.

3. Learn About Two-Way Radios

The FCC changed the rules in 2017 for combination FRS and GMRS radios. FRS/GMRS combination radios are no longer manufactured or sold, as of September 2019. Existing radios will be reclassified as either FRS or GMRS to remove the confusion of whether a license is needed for legal operation.² If you have a dual-service FRS/GMRS radio and it is limited to the channels and power limits of FRS, then the device can be operated as an FRS device without a license.²

3.3 Ham Radios

A license from the FCC is required to operate a ham (amateur) radio. Additionally, ham operators must pass an exam before they can use their ham radio. There are three different classes of ham licenses and depending upon an operator's license, the power limit for ham radio is between 200 Watts and 1500 Watts.

If you plan to communicate outside of your neighborhood, ham radios are the best method. They are used to establish emergency radio communications throughout the nation and in many major cities. Ham radios have the greatest capacity for communications due to the many frequencies available and the ability to transmit over longer distances than FRS or GMRS radios. Ham radio operators use their FCC-issued radio call signs when communicating.

Many cities have dedicated ham radio frequencies for emergency use. The dedicated emergency frequency in Eugene is 147.46 Simplex. Ham radio is the preferred method of communication between neighborhood NCs and the Eugene Emergency Operation Center.

3.4 Frequencies and Channels

3.4.1 FRS and GMRS Radios

Channels 1-22 can be used by both FRS and GMRS radios at the maximum power settings listed in Table 3-1 below.

Channels	FRS (Watts)	GMRS (Watts)
1 – 7	2 Watts (Medium Power)	5 Watts
8 – 14	0.5 Watts (Low Power)	0.5 Watts
15 – 22	2 Watts (Medium Power)	50 Watts

² United States. Federal Communications Commission. *Family Radio Service (FRS) Operations*. Accessed August 2021. <https://www.fcc.gov/wireless/bureau-divisions/mobility-division/family-radio-service-frs>

3. Learn About Two-Way Radios

Table 3-1 FRS and GMRS Power Settings		
Channels	FRS (Watts)	GMRS (Watts)
23 – 30 (Repeater Channels)	N/A	50 Watts (if a GMRS Repeater is available)

3.4.2 Ham Radios

For ham radio communications a simplex frequency is recommended. Simplex is radio-to-radio communication without the use of a repeater. Transmission without the use of repeaters is important as they may be non-functional after an earthquake.

The ham radio station at a district NC should program the City of Eugene’s EOC frequency listed in Table 3-2 into their radio before an emergency occurs.

Table 3-2 City of Eugene EOC Frequency	
Frequency	Frequency Type
147.46 MHz	Simplex

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Radio Communication Process

4.1 General

FRS (at 2 Watts) radios are recommended for communicating locally between and within field teams and a neighborhood NC. Ham is preferred for communicating between neighborhood and district NCs and between district NCs and the Eugene EOC. Ham may also be used by neighborhood ham operators to communicate with a neighborhood NC.

Understanding the type of radio and how it should be used is important in emergency communications. Table 4-1 identifies each type of radio, the user, and the channel/power which should be used in the event of an incident.

Radio	Use For	Channels and Watts
FRS	Intra-neighborhood communications	1-7 at 2 Watts
	▪ Between neighborhood field teams	8-14 at 0.5 Watts
	▪ Between neighborhood field teams and their neighborhood NC	15-22 at 2 Watts
Ham	Between neighborhood NCs and district NCs	
	NW District	441.550 MHz Simplex
	NE District	441.575 MHz Simplex
	SW District	441.600 MHz Simplex
	SE1 District	445.975 MHz Simplex
	SE2 District	446.050 MHz Simplex
	SE3 District	446.075 MHz Simplex
	District NCs to Eugene EOC	147.460 MHz Simplex

When transmitting messages, a radio operator should ensure clear communication while using the lowest wattage possible. Using a lower power for transmission will preserve battery life, prevent disruption of other radio operators, and minimize interference. With a limited number of available channels, on FRS and GMRS, minimizing interference will help to reduce the need to retransmit messages.

4.2 Response Information Flow

The communication process is outlined in the Radio Response Information Flowchart (Figure 4-1). Field teams will assess their neighborhoods and record information about damage and injured persons. The assessment information is then communicated to the neighborhood NC. Upon evaluation by the NCTL, the information is communicated to the district NC. The district NC will review the reports and then determine message priority before sending to the City EOC.

Radio Response Information Flowchart

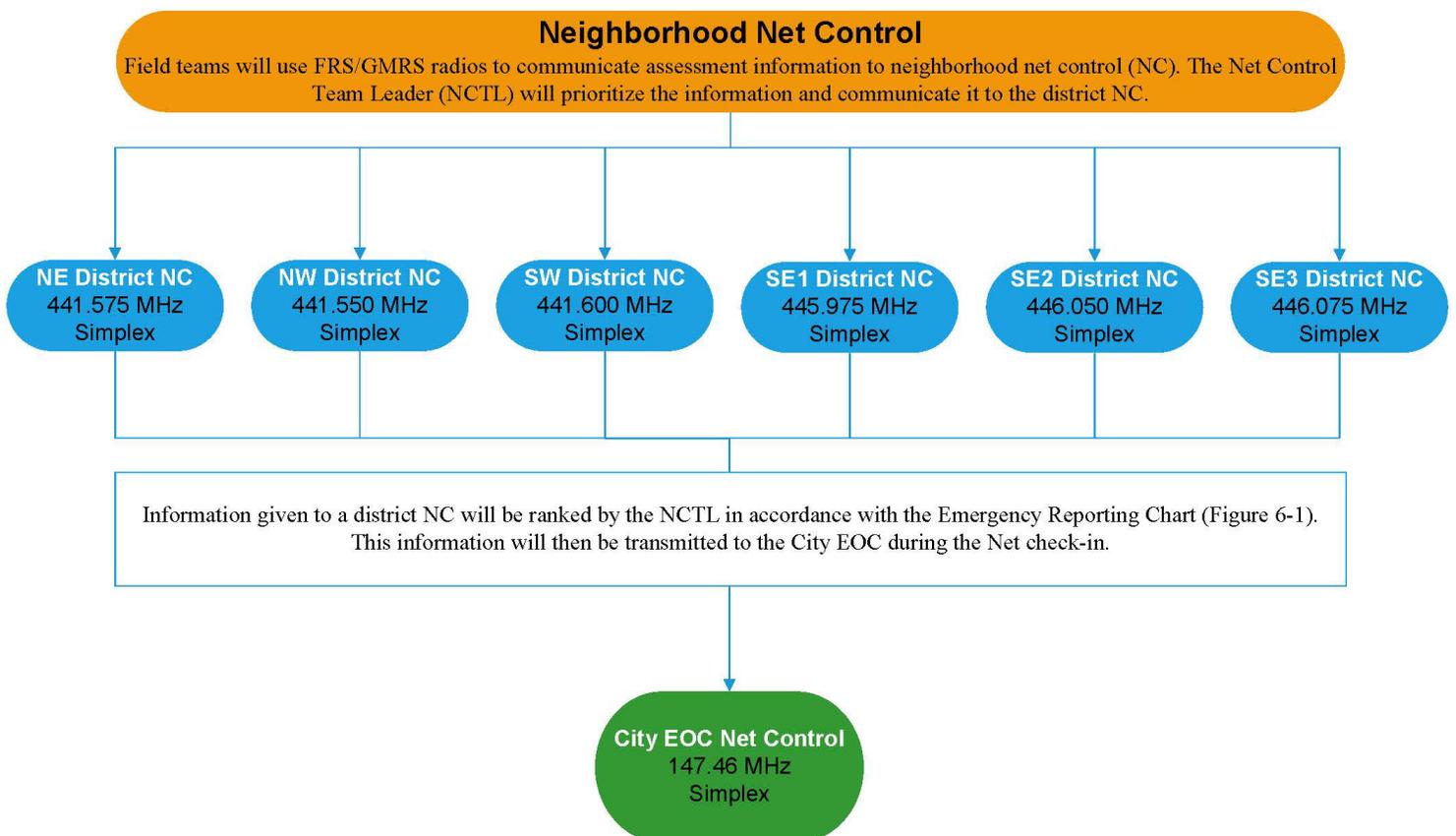


Figure 4-1. Source: City of Eugene Emergency Management, September 2021 – Radio Response Information Flowchart.

4. Radio Communication Process

4.3 Field Team Mobilization and Communications

4.3.1 Getting Started

Before you support your community make sure you, your family, and your home are safe. Family and home come first. Make sure you assess your home before you respond to the incident. Remember to:

- Smell for gas leaks
- Look for water leaks
- Address safety issues

Once you are ready to respond, put on boots or sturdy shoes, grab your Personal Radio Response Go-Kit, and your two-way radio (with extra batteries) and head outside. On your way to report in, begin assessing damage and injuries en route to your neighborhood NC. Survey the streets you see along the way and record assessed damage and injuries. Upon arrival at the neighborhood NC submit your report to the NCTL.

The first field-based team to mobilize at NC is usually the Damage Assessment Team. These teams walk through their immediate area and report back to a neighborhood NC on any damage found on their route. For the safety of you and other assessors, always work in teams and stay away from hazards. Survey your area with your partner or team, look for damage, record your findings, and report back to your neighborhood NC. Make your observations from the roadway and only attempt to contact occupants if the access is free of hazards.

4.3.2 Reporting Damage and Injuries

As you survey the neighborhood you will need to report injuries or damage, using your radio, to your neighborhood NC. To transmit reports via radio, always include the following four pieces of information:

- Who you are calling (i.e. neighborhood NC)
- Who you are (i.e. tactical call sign)
 - A shorthand designation for your team such as SAR1 (for Search and Rescue Team 1) given to your team by the RTL.
- Where you are
- What your information is

After your transmission is complete, pause and wait for a reply. An example of how a radio transmission might sound is:

4. Radio Communication Process

- Field team: “(Your neighborhood) NC, this is (your tactical call sign)”
- Neighborhood NC: “(Your neighborhood) NC, go ahead.”
- Field team: “(Your neighborhood) NC (your tactical call sign) is located at the corner of Coburg Rd. and Crescent Ave. Downed power line. Requesting 1 roll of caution tape. Over.”

Always listen carefully for a response after a transmission. If no reply, repeat the transmission two more times. If still no reply, call another field team and ask them to relay your message.

- For example: “Could anyone relay for me?” If yes, you could say: “This is Damage Assessment 1. Need caution tape at Coburg Rd and Crescent Ave. Can you relay to (neighborhood) NC?”

If no contact, send a runner to deliver your message.

4.4 District and Neighborhood NC Communications Team

This subsection identifies the responsibilities of each communications team member stationed at a NC.

4.4.1 Net Control Team Leader

The Net Control Team Leader (NCTL) is responsible for overall management of NC activities. The NCTL provides resource and information coordination. General responsibilities include:

- Assigning NC roles to individuals as they arrive.
- Managing NC operations or delegating responsibility.
- Providing technical support to the RTL prior to receiving emergency messages from field teams.
- Ensuring NC staff maintain situational awareness and follow all safety precautions.
- Ensuring message categorization is followed when submitting information to the district NC or the Eugene EOC.
- Evaluating hazards and formulating safety precautions for field teams.
 - Determine field team check-in frequency (i.e. 60 minutes) based upon the severity of the hazardous conditions.

4. Radio Communication Process

- Documenting activity on a Unit Activity Log (ICS 214).

The NCTL is the only position always staffed when a NC is activated. Small incidents or events may only require one person, the NCTL, to accomplish all NC functions. The NCTL is responsible for all NC functions until he or she delegates those functions.

4.4.1 NC Radio Team Leader

A Radio Team Leader (RTL) should:

- Be familiar with all forms and keep records for NC.
- Be familiar with ham radio frequencies and communicate with the district NC or the Eugene EOC.
- Understand the limitations and uses of ham and FRS radios.
- Monitor AM and FM radio broadcasts for emergency instructions or evacuation orders.
- Keep spare radio batteries for both field and AM/FM radios.
- Set up all radios and ensure they are in working order.
- Determine what FRS/GMRS channels are open and assign channels for neighborhood field team to neighborhood NC communications.
- Inform all radio users of the designated channels for field team to neighborhood NC communication and update field teams on any channel changes made during deployment.
 - Members of the same field team will often need to communicate with each other by radio. Each team member will require a radio set to the field team channel and the team will require an additional radio set to the RTL channel. The RTL will also need extra radios to monitor all field team channels.
- Keep channels clear for necessary communication.
- Communicate by FRS radio between the neighborhood NC and the field teams and by ham radio between the neighborhood NC and the district NC.
 - If a field team is unable to contact their RTL directly, they will attempt to relay the message to another field team who can.
- Perform or oversee all the scribe duties until the position is filled.

4. Radio Communication Process

4.4.2 Optional Second Radio Operator

If a secondary radio operator (SRO) is available, they can:

- Relieve the RTL as needed.
- Deliver messages to and from the NCTL.
- Monitor AM/FM radio or television broadcasts.
- Supply and re-install spare batteries for radios.

4.4.3 Scribe

Often the RTL serves as the scribe. Ideally an additional person, if available, will assist the RTL in writing down incoming messages from FRS and ham radios. Scribe responsibilities include:

- Assisting the RTL in documenting messages.
 - Use duplicate phone message pads, if available. Provide the original to the NCTL and retain the carbon copy for the NC's records.
- Recording messages as they are received. A message should never be altered from its original content.
- Logging all messages, sent and received, on the Communications Log.
- Supporting immediate transmission of emergency messages to the district NC or Eugene EOC.
 - Messages, sent by runner, to the EOC should be written on the ICS 213 General Message form.
 - Log the status of these messages on the Communications Log and keep checking for responses.
- Completing the General Message Form (ICS 213) for any hand-delivered messages to the district NC, another neighborhood NC, or the Eugene EOC.
 - Proper use of the General Message Form (ICS 213) includes:
 - The use of accurate information, plain language, and common terms.
 - Completion of all necessary fields specifically:
 - Message content

4. Radio Communication Process

- Position of sender and recipient (position is more important than name)
 - Time and date
 - To and from
- Assisting the NCTL by documenting each team's tactical call sign and ensuring the RTL has a copy.
- Assisting the RTL in documenting identification numbers of loaned radios, and the date and time of their return.
- Working with the NCTL to forward all documentation to the Eugene EOC at the conclusion of the incident.

4.4.4 Runner

If all radio and telephone communications fail, the only reliable option may be employing runners to hand-carry written messages to district NC's and the Eugene EOC. If runners are used, the General Message Form (ICS 213) should be utilized to communicate these messages.

Runners may travel on foot, by bicycle, or by vehicle. If on foot or bicycle, two people should travel together for safety. NC will document runner names, location dispatched to, time they were dispatched, and the time they returned on the Runner Assignment Tracking Log.

Runner responsibilities include:

- Working in pairs when traveling by foot or bicycle.
- Using the General Message Form (ICS 213), City Map, and information from the RTL to determine the safest route.
- Defining their route to NC prior to departure.
- Alerting the RTL of their departure time and ensuring the time is logged on the Runner Assignment Tracking Log prior to departure.
- Ensuring all messages include a sender and a recipient (position is more important than name).
- Reviewing each message to ensure they can answer any questions the recipient may have.
- Checking in with the RTL immediately upon return and ensuring their return is logged on the Runner Assignment Tracking Log.

4.5 Documenting Communications

At the conclusion of the incident all completed forms must be given to the Documentation Unit in the Planning Section at the Eugene EOC. It is their responsibility to collect, record, and safeguard all documents relevant to the incident. Relevant documents include all:

- Written messages
- Forms
- Other incident documents and notes

Documentation is required for the City of Eugene to receive reimbursement of eligible costs from the Federal Emergency Management Agency (FEMA) and the State of Oregon. The NCTL will forward all documentation to the Eugene EOC.

During an incident, the use of ICS forms is encouraged. If these forms are not available, all necessary information should be recorded using any available paper. Make sure to keep everything.

Prior to an incident, RTLs are expected to:

- Become familiar with ICS and other required forms
- Practice using these forms during communication drills
- Stock copies of all forms at their designated NC

5

Maintaining Your Skills

A state of readiness is maintained through training and practice. Continued practice builds familiarity and the skills needed to function effectively during the stress of a disaster.

Potential training and practice opportunities include:

- Training and drills in your community.
 - Visit <https://eugene-cert.com/> for upcoming training opportunities.
- Using your radios with your family and your neighbors and making sure you can:
 - Turn your radio on and off
 - Follow the instructions in your radio manufacturer's manual
 - Understand your radio display icons and buttons
 - Select and change channels on your radio
 - Use the push-to-talk button without cutting off your words
 - Speak into the microphone clearly
 - Hold the radio properly with the antenna upright
 - Raise and lower the volume
 - Change the batteries in your radio
 - Use the protocol recommended in this guide
- Ham and FRS radio emergency nets.
 - An “emergency net” is a readiness practice involving a scheduled session on ham (amateur) or FRS radio. A typical net session begins with NC reading an opening script establishing the purpose of the net. Individual members check in at the direction of NC.
 - Consider starting a neighborhood radio net and calling each other regularly. Radio Nets can be used to:
 - Standardize radio equipment within and between neighborhoods

5. Maintaining Your Skills

- Practice following a structured radio net control protocol
- Conduct regular practice/drills between neighborhoods
- Designate primary and secondary channels
- Map good transmission locations and dead zones
- Create street maps with addresses
- Identify radio relay points

The next section contains the Field Guides for neighborhood communication team members (Radio Team Leader, Field Teams, and Runner). To improve preparedness, review these guides regularly, and print multiple copies of each so you are ready to respond after a disaster.

6

Field Guides

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6.1 Radio Team Leader Field Guide

6.1.1 General

Chaos and confusion can occur immediately following a disaster. Reliable and timely information is critical for effective response and recovery. This guide, developed by the City of Eugene’s Emergency Management Program, will assist predesignated district net control (NC) ham radio operators in communicating with the Eugene Emergency Operations Center (EOC). It will also assist neighborhood NC in communicating with their district NC and field teams.

Coordinating communication to limit chaos and confusion when passing vital information will improve response and recovery operations. To begin emergency communications after a disaster, use the Radio Team Leader (RTL) Checklist (Table 6-1).

Prior to beginning transmission, please confirm:

- The communication station, (i.e. net control (NC)), is safe.
 - Check for gas leaks, electrical hazards, and the structural integrity of the building prior to commencing operations.
- The radio is positioned away from loud noises and commotion.
- There are enough supplies to last the Radio Team Leader (RTL) through their shift.
- There are copies of the Communication Logs and Message Forms (ICS 213) available.
- The radio will turn on and double check secondary power supplies.

To begin transmission:

- Tune the radio to your area’s assigned frequency as indicated in the Eugene Area Emergency Radio Nets (Figure A-1).
- If you are the first station broadcasting, assume net control until further notice from your district NC or the Eugene EOC.
 - It is important to remember following a catastrophic incident like a Cascadia Subduction Zone earthquake the EOC will need to be staffed. Personnel assigned to the EOC will also need to secure their homes and families prior to activation. Travel to the EOC may also be challenging and the EOC may need to be relocated.

The activation of the EOC will take time to occur. It could take 12-24 hours before communication with the EOC can occur.

- Have a scribe, if available.
- Collect reports from field teams and categorize these reports utilizing the Emergency Reporting Chart (Figure 6-1) below.

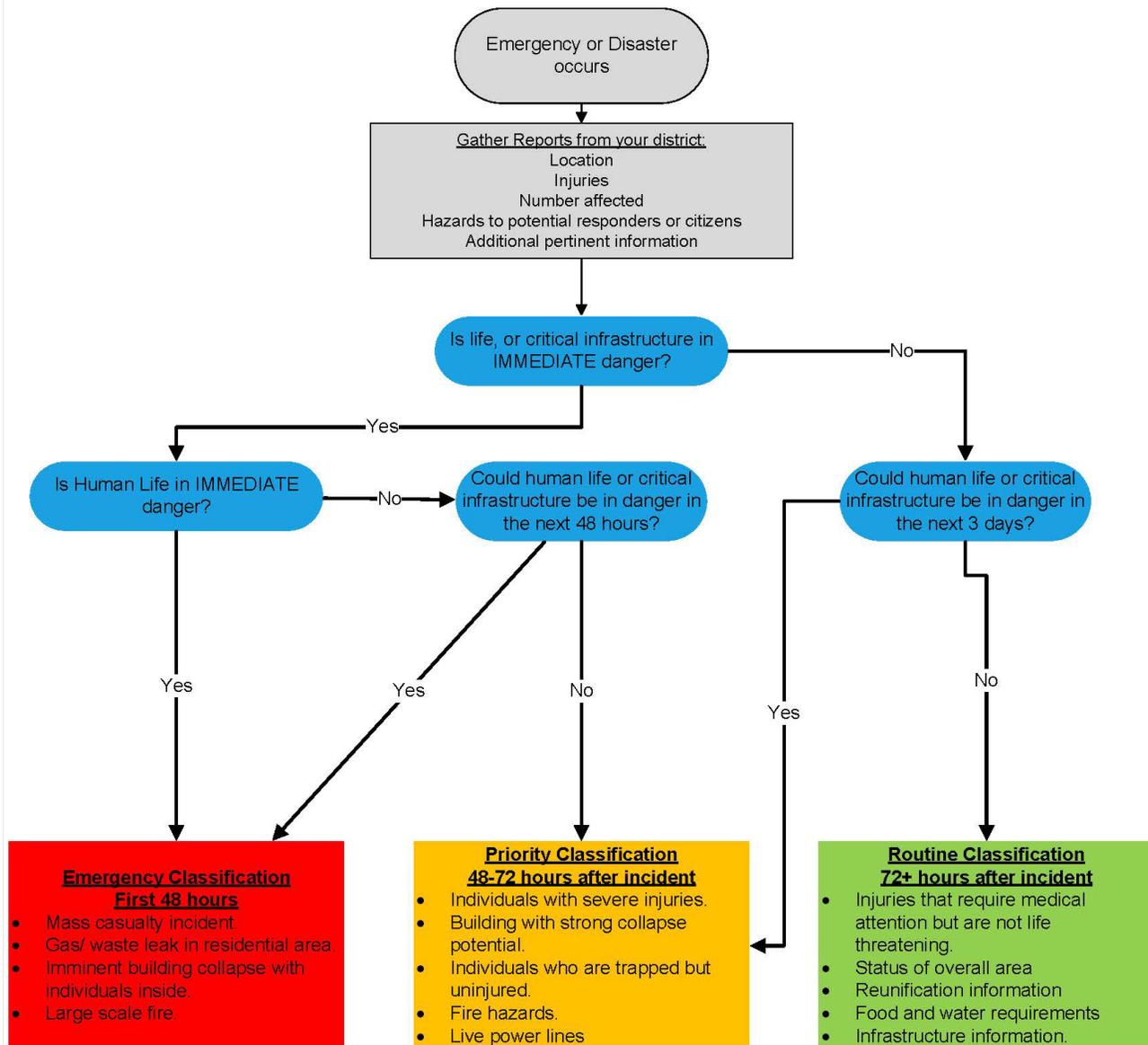


Figure 6-1. Source: City of Eugene Emergency Management - Emergency Reporting Chart

6.1.2 Net Operations

The district NC to the Eugene EOC Net is a directed net. A directed net has a single net control station (NCS), orchestrating operations of the net. The first

station broadcasting within each district will assume the responsibilities of the NCS, until relieved. When the EOC is activated, it will assume the role of NCS for all district NCs.

A directed net is a formal net requiring participants to follow a set of instructions. The NCS will establish these instructions upon assuming the role and will broadcast them every 10 minutes. Additional instructions and announcements will be broadcast by the net controller (Radio Team Leader) at the NCS, as needed. The following protocols apply to all net operations:

- The net controller at the NCS is the only individual in charge of the net.
- Participants will use the tactical call sign assigned to the station, instead of an operator call sign, to ensure participants know what station is broadcasting regardless of operator.
- All participants will use the Phonetic Alphabet (Table 7-6) while broadcasting.
- Net participants will be courteous to other stations and follow the net controller's directions carefully.

6.1.3 EOC Net Activation

When, and if, the Eugene EOC is activated for an event, the Eugene EOC net controller will interrupt the district NC net operation, when appropriate, and announce the following:

- Formal change of NCS control
- Net instructions
- Net announcements

Once the Eugene EOC has activated its net, the net control operator will assume responsibility for the district net. At this time the information, collected by each district, can begin transmitting in accordance with the Emergency Reporting Chart (Figure 6-1) to the Eugene EOC.

6.1.4 Information Gathering and Message Urgency

Information Gathering

Neighborhoods are encouraged to solve problems and/or issues if they can. Issues resolved at the neighborhood level do not need to be relayed to the EOC unless they provide situational awareness. Subject matter and time must factor in to prioritizing or assigning precedence to a message. Prioritize all

information gathered within your district and transmit said information in accordance with the Emergency Reporting Chart (Figure 6-1) time frame outlined below.

Message Urgency

For the *first 48 hours* of a response, transmit emergency information *only*. Emergency messages must be handled as fast as possible, ahead of all other messages. Examples of emergency messages may include:

- Mass casualty incident
- Gas or waste leak in a residential area
- Imminent building collapse with individuals inside
- Large-scale fire

After the first 48 hours, begin including priority messages in transmissions. Examples of priority messages may include:

- Individuals with severe injuries
- Buildings with strong collapse potential
- Individuals who are trapped but uninjured
- Fire hazards
- Live power lines

After the first 72 hours, begin including routine messages in transmissions. Examples of routine messages may include:

- Non-life-threatening injuries requiring medical attention
- Overall area status
- Reunification information
- Food and water needs
- Infrastructure information

When indicated, by the NCS, share your districts information. Always relay information in order of urgency, *even after* the first 72 hours.

6.1.5 Radio Team Leader Checklist

Table 6-1 Radio Team Leader Checklist (Record Daily)		
Time	Set up: Action	Date _____
	Initiate your Unit Activity Log (ICS 214) form.	
	Radio Team Leader Name:	
	Scribe Name:	
	Briefed by Net Control Team Leader (NCTL).	
	Set your ham radio to your designated frequency (see Amateur Radio Frequency List below).	
	Set up a communication whiteboard (or use what you have available).	
	Sketch your net control organizational chart.	
	Put up the SIGN IN/SIGN OUT Sheet reminder.	
	NCTL will put out a Volunteer Sign In/Sign Out sheet (ICS 211) .	
Time	Collect Materials & Determine Channels	
	Use the Radio Communications Plan (ICS 205) to assign a channel and an alternate channel for field teams to use for communication.	
	Determine radio availability and type for use.	
	Use the Assignment Tracking Log (ICS 204) to assign tactical call signs.	
	Tape identification numbers and owner’s names on loaner radios prior to distribution.	
	Record loaned radios on the Equipment and Radio Check-Out sheet.	
	<p>Collect the following materials if you haven’t already:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Communications Log (log all messages here) <input type="checkbox"/> Completed Assignment Tracking Log (ICS 204); include tactical call signs <input type="checkbox"/> Radio Communications Plan (ICS 205) (1per day or as needed) <input type="checkbox"/> Volunteer Sign In-Out List (ICS 211) (1 per shift) <input type="checkbox"/> General Message Forms (ICS 213) (for hand delivered messages via runners) <input type="checkbox"/> Unit Activity Logs (ICS 214) (1 per shift per person) <input type="checkbox"/> Radio Communications Team Field Guide (provide 1 to each field team) <input type="checkbox"/> Radios with extra batteries <input type="checkbox"/> City and neighborhood maps <input type="checkbox"/> Pens, pencils, and notepaper <input type="checkbox"/> Whiteboard and erasable markers <input type="checkbox"/> Lighting (headlamps and batteries) <input type="checkbox"/> File folder with forms and portable file box for storage <input type="checkbox"/> Recommended spiral bound phone message book (duplicate) to record messages. 	

Table 6-1 Radio Team Leader Checklist (Record Daily)	
Time	Assign Radios
	Ensure each field team has a radio, a tactical call sign, and a minimum of 2 members. Use the Radio Communications Plan (ICS 205) to track teams.
	Fill in the Volunteer Sign In-Out List (ICS 211) Form based on assignments given by the NCTL. Record tactical call signs, team members' names, and assignment location. Also record on the whiteboard or paper. (Ex. Search and Rescue 2 – even numbered houses on block.)
	Initiate Field Team Leaders radio checks before sending teams on assignment. <ul style="list-style-type: none"> <input type="checkbox"/> Turn on radio. <input type="checkbox"/> Check the battery power. <input type="checkbox"/> Set the radio to the assigned channel. <input type="checkbox"/> Have all teams do a radio check with you before going out. <input type="checkbox"/> Provide extra batteries. <input type="checkbox"/> Give a Field Team Guide to each team. <input type="checkbox"/> Give multiple copies of the General Message Forms (ICS 213) to each team.
Record Messages:	
	Record emergency messages on the General Message Forms (ICS 213) to transmit to the district NC or the EOC.
	Record all incoming messages from field teams on the Communications Log. Deliver messages to the NCTL on duplicate phone message pads (if available) and make sure to keep a copy for the NC records.
	Receive messages from NCTL and relay information and actions to the field teams.
	<i>Always</i> include the following with each message: <ul style="list-style-type: none"> <input type="checkbox"/> Date <input type="checkbox"/> Time in 24-hour time (ex. record as 0630 not 6:30 AM). <input type="checkbox"/> Sender/Recipient Information: To and From and Position/Title <input type="checkbox"/> Collect all General Message Forms (ICS 213) and Communications Logs at end of your assignment/shift and give to the NCTL. Remember to use the ABCs of communication – <u>A</u> ccurate, <u>B</u> rief, and <u>C</u> lear.
Make Sure to:	
	<ul style="list-style-type: none"> <input type="checkbox"/> Account for all field personnel every 60 minutes (minimum) (unless the NCTL has determined hazard conditions dictate otherwise) and record status. If no contact: <ol style="list-style-type: none"> 1) Contact other teams to see if another team can communicate with them. 2) If no, send two runners, with a radio, to check on missing team. <input type="checkbox"/> Ask for relief if you are getting tired and not thinking clearly. <input type="checkbox"/> Take care of your team. If people are tired, have them take breaks or replace them. <input type="checkbox"/> Always conduct a handoff or briefing with your replacement. <input type="checkbox"/> Monitor broadcast stations for emergency information. <input type="checkbox"/> Account for all team members, have them sign-in/out on the Volunteer Sign In-Out List (ICS 211) Form as they arrive, depart, or finish their assignment. This is a major safety concern! <input type="checkbox"/> Collect all radios. Record the loan and return on the Equipment and Radio Check-Out sheet.
Table 6-1 Radio Team Leader Checklist (record daily)	

Ham (amateur) Radio Frequency List

To communicate from any district net control to the City of Eugene’s EOC set your radio to:

Frequency		For Use Between	
147.460 MHz	Simplex	City of Eugene EOC	District NCs

To communicate to/from district NC and neighborhood NC use the following frequencies:

Frequency		For Use Between	
441.550 MHz	Simplex	NW District	NW neighborhoods
441.575 MHz	Simplex	NE District	NE neighborhoods
441.600 MHz	Simplex	SW District	SW neighborhoods
445.975 MHz	Simplex	SE1 District	SE1 neighborhoods
446.050 MHz	Simplex	SE2 District	SE 2 neighborhoods
446.075 MHz	Simplex	SE3 District	SE 3 neighborhoods

Use [General Message Forms \(ICS 213\)](#) to deliver physical emergency messages.

Communicate with Other Neighborhoods (Inter-neighborhood) and the EOC.

If you need to reach the Eugene EOC and are unable, you may be able to reach a ham or NC in a nearby district and ask them to relay your message to the EOC. Additionally, other neighborhoods may have resources available to share. Remember to check in with adjacent districts and neighborhood for status on hazards and road conditions.

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6.2 Field Team Guide

6.2.1 Getting Ready to Deploy

- Get a tactical call sign (i.e. Damage Assessment 1) for your team.
- Turn on your radio.
- Check the battery power.
- Set the radio to the assigned channel.
- Call the Radio Team Leader (RTL) for a radio check.
- Make sure you have extra batteries.
- Take a copy of the Damage Assessment Form for your team to use.
- Take multiple copies of the [General Message Forms \(ICS 213\)](#).
 - Use an ICS 213 when unable to communicate by radio.

6.2.2 Radio Troubleshooting

If	Then
Nothing appears in the LCD display after you turn the radio on.	Check the batteries. The batteries may be installed incorrectly or dead.
The radio dies or drops in volume.	The batteries may be low. Replace the batteries.
The LCD is lit but you cannot hear anyone.	1. Turn the volume up; 2. Relocate to another position in an area away from tall buildings, metal fences, and vehicles. 3. Confirm you are on the assigned channel. (You must be on the same channel as the person with whom you are trying to communicate.)
You have relocated and are on the correct channel, but still cannot hear.	Try turning your radio to the highest power setting. Call another station and ask for a relay.
No one can hear you.	Make sure VOX is not turned on. Make sure your microphone is not covered.
You cannot change channels or make adjustments.	Check to see the radio is not in the lock position. If it is, press the lock button to unlock.

6.2.3 Field Team Safety Tips

- Always work with a partner.
- Always bring at least one radio.
- Wear protective gear and weather-appropriate clothing.
- Check in, every 60 minutes (minimum), with the RTL.
 - If you can't reach the RTL at Net Control (NC), see if you can relay through another team to provide a status update.
 - How often you need to check in will be determined by the NCTL and communicated to field teams by the RTL.
- Check for and record hazards on your route.
- Safety first. Always take care of yourself and your partner.
- Return to NC and check in with the RTL when finished with your assignment and remember to sign out.

6.2.4 On Assignment

- Materials needed to perform field assessments may include:
 - Paper and pencil
 - Copies of the following forms:
 - [Damage Assessment Form](#)
 - [General Message Forms \(ICS 213\)](#)
 - [Unit Activity Log \(ICS 214\)](#) (1 per person per day)
 - Radio and extra batteries
 - Personal protective gear
 - Any additional resources for your assignment.
- Prior to deployment check out a radio from the RTL and record it on the Equipment and Radio Check-Out sheet, unless you are using your personal radio.

6. Field Guide

- Make sure it works before leaving on your assignment
- Confirm you are on the correct channel.
- Get your team assignment and remember your tactical call sign.
- Decide who will be your team's radio operator.
- When you return from the field, report to the RTL.
- Turn off the radio and return all borrowed equipment and paperwork to the RTL at the end of your shift.
- At the end of your shift remember to sign out on the [Volunteer Sign In-Out List \(ICS 211\) Form](#).

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6.3 Runner Field Guide

6.3.1 Getting Ready to Deploy

- Get a tactical call sign (i.e. Runner 1).
- Turn on your radio.
- Check the battery power.
- Set the radio to the assigned channel.
- Call the Radio Team Leader (RTL) for radio check.
- Make sure you have extra batteries.
- Take a copy of the Damage Assessment Form for your team to use.
- Take multiple copies of the [General Message Forms \(ICS 213\)](#).
 - Use an ICS 213 when unable to communicate by radio.

6.3.2 Radio Troubleshooting

If	Then
Nothing appears in the LCD display after you turn the radio on.	Check the batteries. The batteries may be installed incorrectly or dead.
The radio dies or drops in volume.	The batteries may be low. Replace the batteries.
The LCD is lit but you cannot hear anyone.	1. Turn the volume up; 2. Relocate to another position in an area away from tall buildings, metal fences, and vehicles. 3. Confirm you are on the assigned channel. (You must be on the same channel as the person with whom you are trying to communicate.)
You have relocated and are on the correct channel, but still cannot hear.	Try turning your radio to the highest power setting. Call another station and ask for a relay.
No one can hear you.	Make sure VOX is not turned on. Make sure your microphone is not covered.
You cannot change channels or make adjustments.	Check to see the radio is not in the lock position. If it is, press the lock button to unlock.

6.3.3 Runner Safety Tips

- Work with a partner when travelling by foot or bike.
- Always bring a radio.
- Wear protective gear and weather-appropriate clothing.
- Always communicate your route to a location and back before leaving net control (NC).
- Check for and record hazards on your route.
- Safety first. Always take care of yourself and your partner.
- After messages are delivered, return to NC and check in with RTL.
- Record your return status on the Runner Assignment Tracking Log.
- At the end of your shift remember to sign out on [Volunteer Sign In-Out List \(ICS 211\) Form](#).

6.3.4 On Assignment

- Materials needed to hand deliver messages include:
 - Paper and pencil
 - Copies of the following forms:
 - Damage Assessment Form (Record hazards, injuries, and road conditions found on your route.)
 - [General Message Forms \(ICS 213\)](#)
 - [Unit Activity Log \(ICS 214\)](#) (1 per person per day)
 - Radios and extra batteries
 - Personal protective gear and any additional resources for your assignment
- Check out a radio from the RTL and record it on the Equipment and Radio Check-Out sheet, unless you are using your personal radio.
 - Make sure it works before leaving on your assignment.

- Confirm you are on the correct channel.
- Get your team assignment and remember your tactical call sign.
- Decide who will be the team's radio operator.
- Check in, with the RTL, every 60 minutes.
 - How often you need to check in will be determined by the NCTL and communicated to the field teams by the RTL.
- Have a clear route established and understand you may need to change your route.
- Carry a map in case you need to alter your route.
- When you return from the field, report to the RTL.
- Ensure each message sent has the sender and recipient filled in on the form.
- Before leaving to deliver a message, read the message to make sure the message is clear.
- Once you deliver the message, wait for the recipient to write a reply, then return to NC.
- Check in with RTL immediately upon return and ensure your return has been properly logged.
- Turn off your radio and return all borrowed equipment and paperwork to RTL at the end of your shift. Record the radio return on the Equipment and Radio Check-Out sheet.
- Always sign out at the end of your shift.

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7

Communication Basics

7.1 Communication Tips

The following should be used by all radio operators to improve communication:

- Only one person can talk at a time on a radio but anyone with a radio can listen.
- Listen carefully to and for messages.
- Acknowledge transmissions addressed to you by saying “copy”.
- If two people talk at the same time, stop and confirm the channel is clear, then start over.
- Field teams should check in every 60 minutes (or at the time interval set by the NCTL due to hazardous conditions) with NC.
- Follow the ABCs of communication:
 - Accurate
 - Brief
 - Clear
- Use radios for necessary communication only.

7.1.1 Talking on the Radio

- To transmit a message using a radio:
 - 1) Press the Push to Talk (PTT) button when you wish to speak.
 - 2) Hold the PTT button for a half-second before speaking.
 - 3) Hold the PTT button the entire time you are talking.
 - 4) Release the button a half-second after talking.

7. Communication Basics

- Take your time and think about what you'll say before transmitting.
- Keep messages short but complete, see Clear Text vs. Conversation (Table 7-5).
- Speak calmly and clearly in a normal voice.
- Use the Phonetic Alphabet (Table 7-6), when needed, to communicate clearly.
- Talk at a speed people can write.
 - It is suggested you say five words at a time, then pause by saying "break" and release the PTT button in case the listener needs to say "slow down" or "speed up!" If no direction is provided, continue transmitting your message at the same pace with pauses every five words.
- When including numbers, say each number separately (i.e. 1059 would be one, zero, five, nine).

7.1.2 Holding your radio

To properly hold your radio, keep the antenna vertical, about a thumb's distance away from your mouth, and the microphone at a slight angle.

7.2 Transmitting Messages

Whether a message is an emergency, a routine, or a radio check-in, it should always include these elements:

- Who you are calling
- Who you are (name and tactical call sign, or just your tactical call sign)
- Where you are
- What you want and need

7.2.1 Emergency Messages

Emergency messages (for more information see Section 6.1.4) identify a life-threatening situation including active hazards and immediate medical needs. When transmitting an emergency message, use the words "Emergency Traffic!" If you hear an emergency message while you are transmitting, pause

7. Communication Basics

your routine message until the emergency transmission is complete. Table 7-1 provides an example of an emergency message transmission.

Steps	Example
1. To break in with an emergency say.	“Break for Emergency Traffic”
2. Identify who you are calling and who you are	“(Neighborhood) NC this is (tactical call sign) with Emergency Traffic!”
3. Response	“(Tactical call sign), this is (neighborhood) NC. Go ahead.”
4. Transmit message and location	“(neighborhood) NC, this is (tactical call sign). People are trapped in a house at one, two, three, four Sierra, one, three.”

7.2.2 Routine Messages

Table 7-2 provides an example of a routine message transmission.

Steps	Example
1. Who you are calling and 2. Who you are.	“(Neighborhood) NC. This is (tactical call sign).”
3. Wait for response	“(Tactical call sign). This is (neighborhood) NC. Go ahead.”
4. Re-identify, location, and message	“(Neighborhood) NC, (tactical call sign). At three, one street and Clinton. Requesting six blankets.”

7.2.3 Radio Check

Confirming your radio is transmitting is important to successful communications. Performing a radio check prior to responding is a key step in responder safety. Table 7-3 demonstrates how a radio check should be performed.

Table 7-3 Radio Check	
Steps	Example
1. Who you are calling and 2. Who you are	“(Neighborhood) NC this is (tactical call sign) Radio check, over.”
3. Response from Command Post	“(Tactical call sign) this is (neighborhood) NC. Loud and clear.”

7.3 Radio Code Words

Table 7-4 Radio Code Words	
Clear Message (USE)	Avoid
Break	“We need to pause our transmission.”
Copy	“I can hear you clearly.”
Correct/Affirmative	“Yes.”
Correction	“I am going to correct an error in what I said.”
Doubled	Two stations are talking at once. Both stations need to pause and re-transmit separately.
Go ahead	“I am here and ready to receive your message.”
Negative	“No”
Out	“I am turning my radio off.” (Only say "out" when you are finished using the radio.)
Over	“I am through talking and waiting for an immediate reply.”
Radio check	“Can you hear me okay?”
Relay	“I’m unable to send my message. Please send my message.”
Roger	“I have received your message and I understand it.”
Say again / Repeat last transmission	“Please repeat what you just said.”
Standing by	“I am waiting and listening for a reply or further information.”

7.4 Clear Text vs Conversation

Clear Text (Use)	Conversational (Do not use radios for conversation)
At scene	I have arrived at (<i>location</i>).
Available	We are finished with the delivery of supplies to (<i>location</i>) and we are on our way back ready for a new job.
Available at scene	We are still at (<i>location</i>) and have unloaded victims but can take another job if you need us to.
Can handle	We have what we need to do this job.
Copy	Ok, I understand what you want me to do.
Emergency traffic	We have just come upon some seriously injured people and need to talk to you right away. Everyone needs to be quiet.
En route Sheldon Park	We are going to (<i>location</i>).
Net Control-Search & Rescue 2	Net control, this is the Search & Rescue 2 Team.
Radio check	This radio doesn't seem to be working very well. Can you hear me ok?
Resource request (Be clear & specific.)	We need some medical help on this one.
Responding	We are on our way to the (<i>assigned task</i>).
Say again	What did you say? I didn't hear you. Someone else was talking to me.
Unreadable	I can't hear that; there's too much static.

7.5 Phonetic Alphabet

Table 7-6 Phonetic Alphabet

Letter	Phonetic Alphabet	Letter	Phonetic Alphabet
A	Alpha	N	November
B	Bravo	O	Oscar
C	Charlie	P	Papa
D	Delta	Q	Quebec
E	Echo	R	Romeo
F	Foxtrot	S	Sierra
G	Golf	T	Tango
H	Hotel	U	Uniform
I	India	V	Victor
J	Juliet	W	Whiskey
K	Kilo	X	X-ray
L	Lima	Y	Yankee
M	Mike	Z	Zulu

Appendix A: Radio Locations, Nets, and Maps

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A.1 Eugene Area Emergency Radio Nets

Figure A-1 identifies the frequencies for the emergency ham radio nets in Eugene.

<u>FREQUENCY</u>		<u>USE</u>			
146.880	Tone 100	City of Eugene			EMCOMM REPEATER
147.460	Simplex	City EOC	to/from		DISTRICT STATIONS
441.550	Simplex	NW DISTRICT STATION	to/from	NEIGHBORHOODS	1, 2, 20, 21, 22
441.575	Simplex	NE DISTRICT STATION	to/from	NEIGHBORHOODS	3, 4, 25, 26
441.600	Simplex	SW DISTRICT STATION	to/from	NEIGHBORHOODS	7, 8, 18
445.975	Simplex	SE1 DISTRICT STATION	to/from	NEIGHBORHOODS	16, 17
446.050	Simplex	SE2 DISTRICT STATION	to/from	NEIGHBORHOODS	5, 10, 11, 19, 24
446.075	Simplex	SE3 DISTRICT STATION	to/from	NEIGHBORHOODS	12, 13, 14, 15

Neighborhood Teams use FRS, GMRS, Other to/from Neighborhood Stations.

Figure A-1. Emergency Ham Radio Nets in Eugene.

A.2 Locations of Radio Stations

Table A-1 Eugene Radio Station Locations		
Radio Station	Location	Staffed By
Emergency Operations Center (EOC)		Emergency Manager (who becomes the EOC Manager after a disaster); Other City employees
Neighborhood field teams	Meet at the neighborhood net control. Teams will roam throughout their neighborhood.	Citizens with hand-held radios
Neighborhood net control (NC)	Designated by each neighborhood	Neighbors

My NEIGHBORHOOD NET CONTROL(NC) IS LOCATED AT:

Enter the location of your neighborhood NC on the line above.

A.3 City Maps

The two maps on the following pages are important to net control (NC) operations.

Figure A-2 is the Eugene Emergency Communications District Map. This map identifies the neighborhoods associated with each district NC. Neighborhood NCs will communicate to the district NC which in turn will communicate with the Eugene EOC.

Figure A-3 is the Eugene Emergency Communications FRS Radio Channel Usage Map. This map identifies the FRS channel and alternate channel to be used by each neighborhood NC during an incident. Defining and becoming familiar with these channels now will help reduce overlapping transmissions and confusion during an incident.

It is important to have printed copies of the following maps available at your neighborhood or district net control. To ensure access, print these maps prior to an incident as you may not have internet or power during an event.

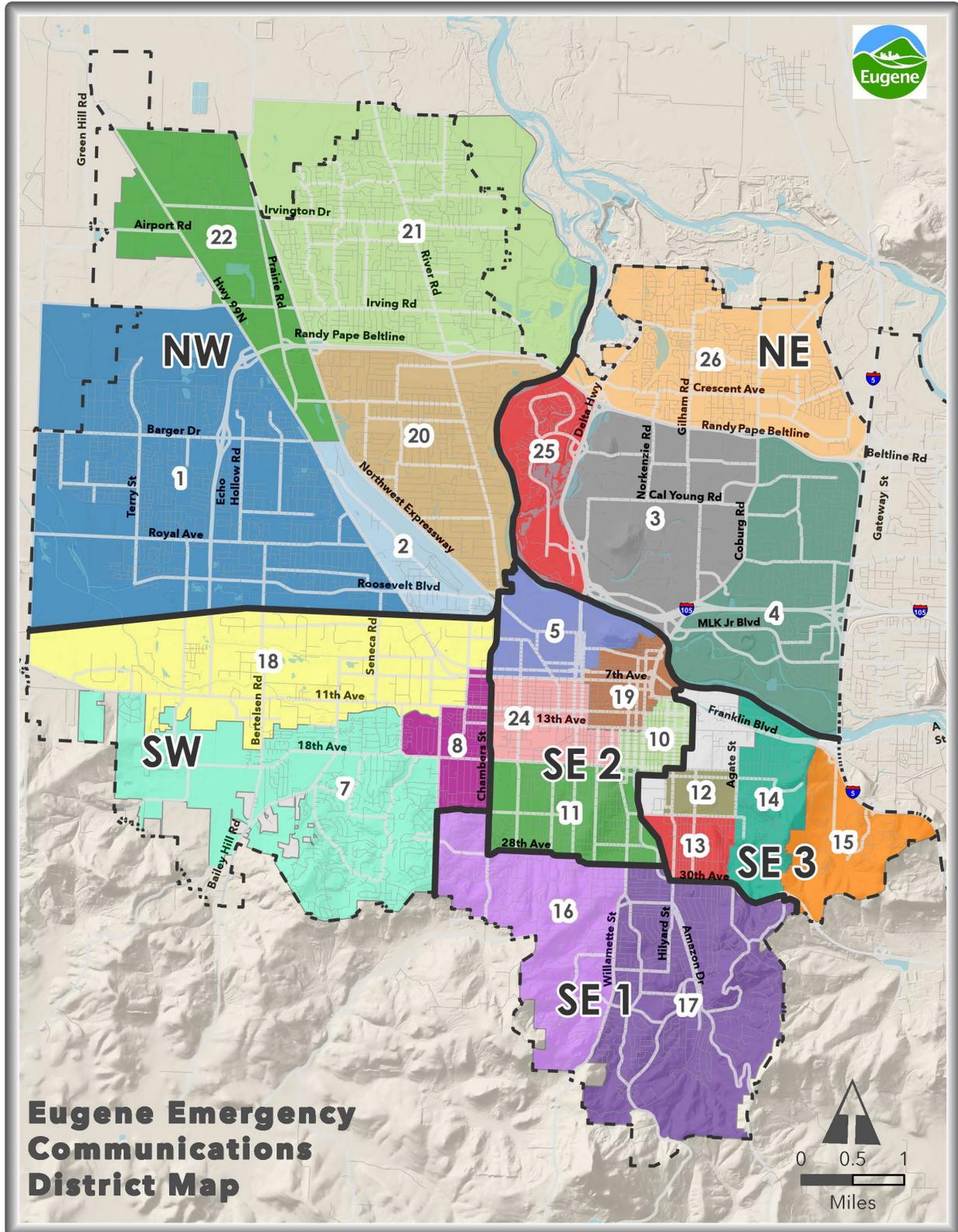


Figure A-2. Source: Eugene EMComm Plan *Eugene Emergency Communications District Map*. Areas marked in light grey without a number are not affiliated with a neighborhood association.

Appendix A. Locations, Nets, and Maps

Table A-2 links each neighborhood association to the number identified on the Eugene Emergency Communications District Map (Figure A-2). In addition, it connects each neighborhood association to a district NC.

Table A-2 Eugene Emergency Communications District Map Attributes		
District NC	Neighborhood Association	Number on Map
Northwest (NW)	Active Bethel Citizens	1
	Industrial Corridor Community Organization	22
	River Road Community Organization	20
	Santa Clara Community Organization	21
	Trainsong Neighbors	2
Northeast (NE)	Cal Young Neighborhood Association	3
	Goodpasture Island Neighbors	25
	Harlow Neighbors	4
	Northeast Neighbors	26
Southwest (SW)	Churchill Area Neighbors	7
	Far West Neighborhood Association	8
	West Eugene Community Organization	18
Southeast 1 (SE1)	Southeast Neighbors	17
	Southwest Hills Neighborhood Association	16
Southeast 2 (SE2)	Downtown Neighborhood Association	19
	Friendly Area Neighbors	11
	Jefferson Westside Neighbors	24
	West University Neighbors	10
	Whiteaker Community Council	5
Southeast 3 (SE3)	Amazon Neighbors Association	13
	Fairmount Neighbors	14
	Laurel Hill Valley Citizens	15
	South University Neighborhood Association	12

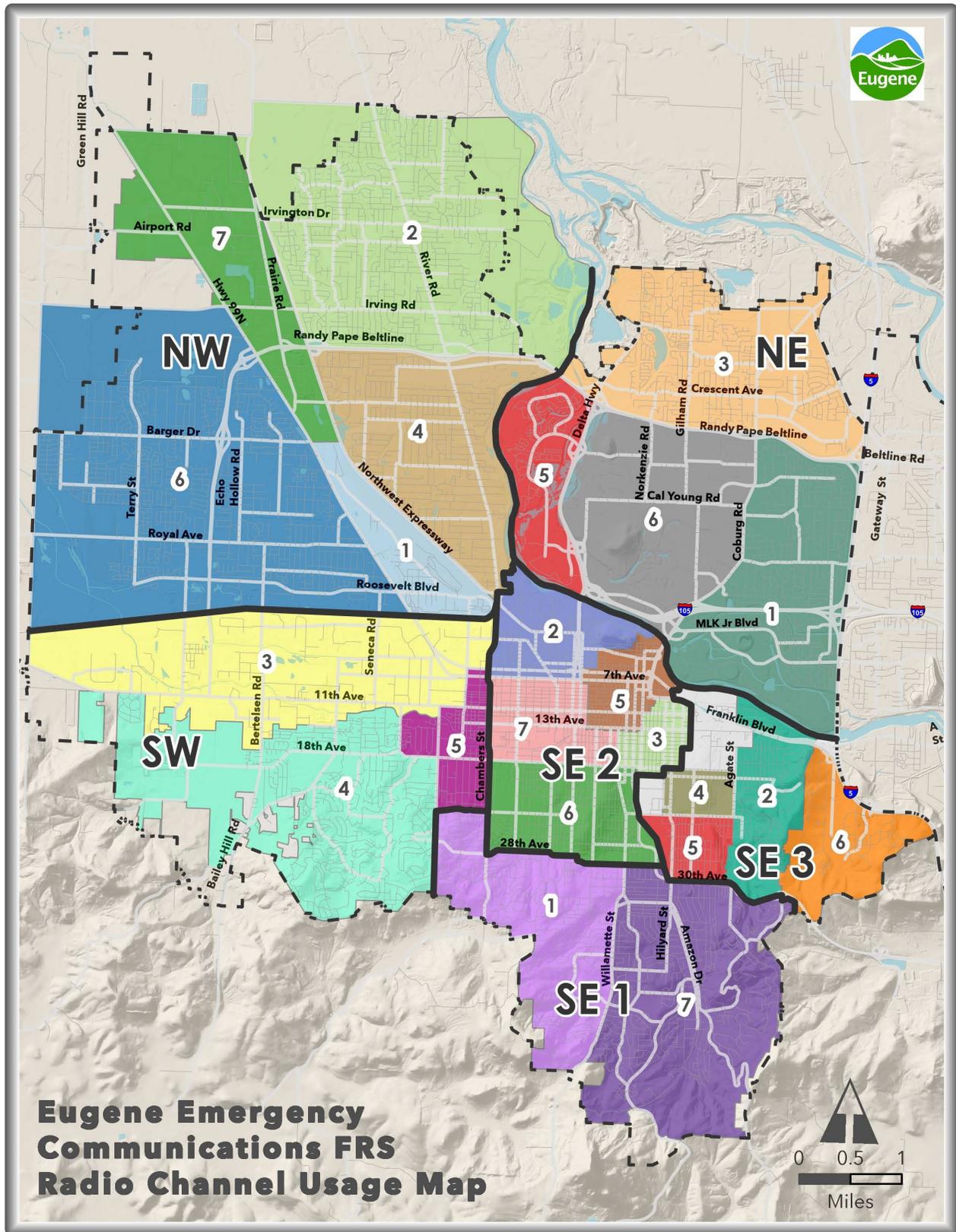


Figure A-3. Source: Eugene EMComm Plan - FRS Radio Channel Usage Map. Areas marked in light grey without a number are not affiliated with a neighborhood association.

Neighborhood Radio Communications Response Guide

Appendix A. Locations, Nets, and Maps

Table A-3 identifies the FRS channel and alternate channel for each neighborhood association in Eugene.

Table A-3 Eugene Emergency Communications FRS Radio Channel Usage Map Attributes			
District NC	Neighborhood Association	Channel	Alternate Channel
Northwest (NW)	Active Bethel Citizens	6	20
	Industrial Corridor Community Organization	7	21
	River Road Community Organization	4	18
	Santa Clara Community Organization	2	16
	Trainsong Neighbors	1	15
Northeast (NE)	Cal Young Neighborhood Association	6	20
	Goodpasture Island Neighbors	5	19
	Harlow Neighbors	1	15
	Northeast Neighbors	3	17
Southwest (SW)	Churchill Area Neighbors	4	18
	Far West Neighborhood Association	5	19
	West Eugene Community Organization	3	17
Southeast 1 (SE1)	Southeast Neighbors	7	21
	Southwest Hills Neighborhood Association	1	15
Southeast 2 (SE2)	Downtown Neighborhood Association	5	19
	Friendly Area Neighbors	6	20
	Jefferson Westside Neighbors	7	21
	West University Neighbors	3	17
	Whiteaker Community Council	2	16
Southeast 3 (SE3)	Amazon Neighbors Association	5	19
	Fairmount Neighbors	2	16
	Laurel Hill Valley Citizens	6	20
	South University Neighborhood Association	4	18

Appendix B: Acronyms and Glossary

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B.1 Acronyms

AAR	After Action Report
ARC	American Red Cross
AP	Action Plan
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
COAD	Communities Organized Against Disaster
COOP	Continuity of Operations
COP	Common Operating Picture
CSZ	Cascadia Subduction Zone
DEQ	Oregon Department of Environmental Quality
DOC	Department Operations Center
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOC AP	Emergency Operations Center Action Plan
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FACL	Facilities Unit Leader
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FLOP	Finance, Logistics, Operations, and Planning Sections
GMD	Geomagnetic Disturbance
HSPD-5	Homeland Security Presidential Directive 5
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander

Appendix B. Acronyms and Glossary

ICP	Incident Command Post
ICS	Incident Command System
IDA	Initial Damage Assessment
IMT	Incident Management Team
JIC/JIS	Joint Information Center/System
LNO	Liaison Officer
MACS	Multi-Agency Coordination System
MACC	Multi Agency Coordination Center
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NC	Net Control
NRF	National Response Framework
NDRF	National Disaster Response Framework
NHMP	Natural Hazard Mitigation Plan
NPG	National Preparedness Goal
OA	Operational Annex
OEM	Oregon Emergency Management
ORS	Oregon Revised Statutes
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
RSF	Recovery Support Function
RESL	Resource Unit Leader
SA	Support Annex
SAM	Staging Area Manager attached to the EOC
STAM	Staging Area Manager
SITREP	Situation Report
SOP	Standard Operating Procedure
SPUL	Supply Unit Leader
UC	Unified Command
USAR	Urban Search and Rescue
SAR	Search and Rescue (wildland)
SAR	Suspicious Activity Report

WMD Weapons of Mass Destruction

B.2 Communication Acronyms and Glossary

COMM: A written abbreviation for the word communications. COMM is generally understood by government agencies, fire, police, etc.

Directed Net: A directed net has a single net control station (NCS), orchestrating operations of the net. One operator, acting as the net controller, is responsible for moderating the conversation and maintaining order on the air.

District Net Control: The location where information, from neighborhood net control, is collected and prioritized prior to transmission to the Emergency Operations Center.

FCC: Federal Communications Commission. This is the government body which sets the rules for amateur radio in the United States.

Frequency: For the purposes of this guide, refers to the channel on a radio.

Mobile Station: An unfixd radio is considered a mobile station (i.e. a person walking with a radio).

Neighborhood Net Control: The location where neighbors meet after a disaster, often the location of primary functions for the neighborhood. Is responsible for the collection, assessment, and prioritization of messages to be transmitted to the district net control.

Relay: If a station cannot reach its intended contact, another station can communicate with the sender and the intended recipient to transmit the message for them.

Repeater: A device providing an automatic transmission relay by a remote station located in a high position. If a radio can reach a repeater, it is more likely to reach another radio.

Simplex: When two stations are operating on the same frequency, without the aid of a repeater (i.e. radio-to-radio-communication).

Station: Each radio is considered a station, including hand-held radios.

Tactical Call Sign: The name used to identify the broadcaster when talking on the radio. Medical 2 (Med2) or Search and Rescue 1 (SAR1) are examples of a tactical call signs assigned to field teams.

B.3 Glossary of Key Terms

Unless otherwise noted, all definitions originate from National Response Framework Resource Center Glossary; this glossary meets a NIMS core objective – shared terminology.

Access and Functional Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, state, tribal, or local government agency, or nongovernmental or private organization, that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Appendix B. Acronyms and Glossary

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

American Red Cross: Also known as the American National Red Cross or Red Cross, the Red Cross is a volunteer-led, humanitarian organization that provides emergency assistance, disaster relief and education inside the United States.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See Supporting Agency.

Automatic Move-Up: Since time is of the essence, fire crews closest to the fire incident will be sent first. In order to ensure there is no gap in coverage around the incident as nearby stations are vacated to respond, units from other

Appendix B. Acronyms and Glossary

fire stations nearby may be moved up to cover key stations around the incident. This is done under prearranged plans, making the move-up “automatic.”

Available Resource: Resource assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Burn Rate: An organizational concept of measuring financial sustainability by attempting to estimate how long the local government can continue to finance operations. The EOC burn rate is typically measured in dollars spent per hour.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an

Appendix B. Acronyms and Glossary

assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases, avoiding the use of different words/phrases for same concepts—to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Appendix B. Acronyms and Glossary

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance an analysis and exchange of information systematically among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Accounting: A method of accounting in which all costs incurred in carrying out an activity or accomplishing a purpose are collected, classified, and recorded.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Delegation of Authority: A statement provided to the Incident Commander, Department Operations Center (DOC) or Emergency Operations Center (EOC) Manager by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, financing, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the IC, DOC Manager, or EOC Manager prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Appendix B. Acronyms and Glossary

Department Operations Center (DOC): DOC staff coordinate their agency, department, or organization's activities. While they communicate with other organizations and EOCs and may exchange liaisons with other agencies, DOC staff are primarily inward looking, focusing on directing their own assets and operations. Unlike DOCs, the EOCs addressed in NIMS are inherently multidisciplinary activities. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to perform a specific task. In some cases a deputy can act as relief for a superior, and therefore must be fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

Disaster: An occurrence or imminent threat of widespread or severe damage, injury, or loss of life, or other public calamity requiring emergency action.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission, or an administrative move from one location to another.

Division: The organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any human-made, technological, or natural event or circumstance causing or threatening loss of life, injury to persons or property, human suffering, or financial loss. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, state, territorial, tribal, regional, and local governments, NGOs, private sector-

Appendix B. Acronyms and Glossary

organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization, within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, medical services), by jurisdiction (e.g., Federal, state, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan (EOP): An ongoing plan for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of or during an emergency. In addition to providing situational information to the public, it frequently provides directive actions required to be taken by the general public.

Essential Services: Services such as telecommunications, electrical power, natural gas, water, wastewater, healthcare, and others the interruption of which would endanger the life, health or personal safety of either all or part of the population. Essential services may be provided by a municipal entity; a nonprofit entity; or a private, for-profit entity in contributing to efforts to respond to and recover from an emergency or major disaster.

Exercise: Activity designed to promote emergency preparedness; test or evaluate emergency operations plans, procedures, or facilities; train personnel in emergency response duties; and demonstrate operational capability. There are seven specific types of exercises: Seminar, Workshop, Tabletop, Game, Drill, Functional, and Full-Scale.

Tabletop Exercise: Activity in which elected and appointed officials and key agency staff are presented with simulated emergency situations without time constraints. Usually informal, in a conference room environment; designed to elicit constructive discussion by the participants as they attempt to examine and then resolve problems based on existing emergency operating plans. The purpose is for participants to evaluate plans and procedures and resolve questions of coordination and assignment of responsibilities in a non-threatening format and under minimum stress.

Functional Exercise: Activity designed to test or evaluate the capability of an individual function or complex activity within a function. Applicable where the activity is capable of being effectively evaluated in isolation from other

Appendix B. Acronyms and Glossary

emergency management activity. (Example) A Direction and Control functional exercise: Activity designed to test and evaluate the centralized emergency operations capability and timely response of one or more units of government under a stress environment. Centered in an EOC or interim EOC; simulates the use of outside activity and resources.

Full-Scale Exercise: Intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. Involves testing of a major portion of the basic elements existing within emergency operations plan and organizations in a stress environment. This type of exercise includes mobilization of personnel and resources and actual movement of emergency workers, equipment, and resources required to demonstrate coordination and response capability.

Evacuation: The organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: See Planned Event.

Federal: Of or pertaining to the Federal Government of the United States of America.

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

Function: The five major activities in the Incident Command System: Command, Operations, Planning, Logistics, and Finance/Administration. A sixth function, Intelligence/Investigations, may be established, if required, to meet incident management needs. The term function is also used when describing the activity involved (e.g., the planning function).

Geomagnetic Disturbance (GMD): A major disturbance of earth's magnetosphere from a very efficient exchange of energy from solar wind into the space environment surrounding earth. GMDs can disrupt navigation systems such as the Global Navigation Satellite System and create harmful geomagnetic induced currents in the power grid and pipelines.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An

Appendix B. Acronyms and Glossary

Intelligence/ Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence, natural or manmade, that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. IC may be physically collocated with the DOC or EOC. In this event, Branch Directors, Division or Group Supervisors, Strike Team Leaders, Strike Force Leaders, Task Team Leaders, and Single Resource Bosses would be assigned to on scene incident command and control responsibility.

Appendix B. Acronyms and Glossary

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining “type,” or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Appendix B. Acronyms and Glossary

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, state, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the Incident Commander (IC); advising the IC concerning public affairs issues that could affect a response

Appendix B. Acronyms and Glossary

effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, state, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies or organizations.

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, or in Alaska a Native Village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing

Appendix B. Acronyms and Glossary

specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

Mobilization: The process and procedures used by all organizations, Federal, state, tribal, and local-for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form

Appendix B. Acronyms and Glossary

of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

National: Of a nationwide character, including the Federal, state, tribal, and local aspects of governance and policy.

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Appendix B. Acronyms and Glossary

Oregon Law Enforcement Data Systems (LEDS): The State of Oregon Law Enforcement Data System, which provides computer databases for State and local law enforcement and the Criminal Justice Information System interface with national computer systems.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Partner:

Jurisdictional, local government

“Local government” means all cities, counties and local service districts located in this state, and all administrative subdivisions of those cities, counties and local service districts. The State, County, and Cities use the processes and procedures established at their EOCs on behalf of the needs of the community. Local Service Districts use the processes and procedures established at their DOCs on behalf of the needs of the community. The Cities of Eugene and Springfield may engage private entity partners; however, The Cities do not relinquish its legal responsibility and may make decisions that conflict with private entities’ wishes, recommendations, or needs.

Limited or nominal partner, private entity

“Private entity” means any entity that is not a unit of government, including but not limited to a corporation, partnership, company, nonprofit organization or other legal entity or a natural person. Subject to ORS 174.108 (Effect of definitions), as used in the statutes of this state. Private entities coordinate with jurisdictional partners, but do not have final decision-making authority.

Personal Responsibility: The obligation to be accountable for one’s actions.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that Incident Command System principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Appendix B. Acronyms and Glossary

Planning Meeting: A meeting held as needed before and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the Planning Meeting is a major element in the development of the Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, and Critical Infrastructure Sector Coordinating Councils).

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term “prevention” refers to preventing imminent threats.

Primary Mission Essential Functions: Government functions that must be performed to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Appendix B. Acronyms and Glossary

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protective Actions: Those steps taken to preserve the health and safety of emergency responders and the public during an incident. This could include denying entry, evacuations, or shelter-in-place orders.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

Recovery: Recovery involves actions, and the implementation of programs, needed to help individuals and communities return to normal.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, state, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

Appendix B. Acronyms and Glossary

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an Emergency Operations Center.

Response: The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

Section: The Incident Command System organizational level having responsibility for a major functional area of incident management (e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established)). The Section is organizationally situated between the Branch and the Incident Command.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, the optimal span of control for incident management is one supervisor to five subordinates; however, effective incident management frequently necessitates ratios significantly different from this. The 1:5 ratio is a guideline, and incident personnel use their best judgment to determine the actual distribution of subordinates to supervisors for a given incident or EOC activation.)

Staging Area: Temporary location for available resources. A staging area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Appendix B. Acronyms and Glossary

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: Any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a state brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a task force must have common communications and a designated leader.

Appendix B. Acronyms and Glossary

Technical Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Referring to any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Appendix B. Acronyms and Glossary

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element with functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Appendix C: Forms

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Table C-1 Form Descriptions	
Net Control Forms	Purpose/Use
Communications Log	Used by the Radio Team Leader (RTL) to briefly log all messages received and sent.
Damage Assessment Form	Used by field teams to document hazards, damage, and injured persons.
Equipment and Radio Check-Out Sheet	Identifies and lists equipment and radios, the time and to whom the items were checked out, and the time and who returned said items.
Runner Assignment Tracking Form	Tracks when runners leave and return from assignments.
ICS Forms	Purpose/Use
Assignment Tracking Log (ICS 204)	Used by the Net Control Team Leader (NCTL) to detail team and individual assignments and log tactical call signs.
Radio Communications Plan (ICS 205)	Used by RTL to list available radio frequencies and assign them to team(s).
Volunteer Sign In-Out List (ICS 211)	Records volunteer arrival and departure times, lists their skills and training, and helps the NCTL to determine their assignment(s). The form is used at net control.
General Message Form (ICS 213)	Communicates messages to a recipient. The NCTL can send a written message to the RTL for transmission to the EOC, another NC, or addressee. This form is used to send any messages to incident personnel requiring hard-copy delivery. Runners carry ICS 213 messages to recipients.
Unit Activity Log (ICS 214)	Used by the Field Team Leader (FTL), RTL, and the NCTL to record details of notable activities. Use one form per person per day.

The forms listed above without links are contained on the following pages for ease of access and reproduction. The forms and signs contained on the subsequent pages are:

- Communications Log
- Damage Assessment
- Equipment and Radio Check Out Sheet
- Runner Assignment Tracking Form
- Volunteer Sign In/Out Sign

Communications Log

Page ____ of ____ Start each day with page 1.	Date:	Incident Name:	Ex. Request Search & Rescue (SAR). Action: Sent SAR. Record time SAR notified & acknowledge <input type="button" value="↓"/>
Prepared by Radio Team Leader (name):			

Directions:

- Use ABCs - Accurate, Brief, and Clear. Ex. "Resource Request: 7 blankets Clinton and 31st Street."
- Avoid abbreviations. Making time now to write everything out clearly, can save time later.
- Use the Notes section to clarify information and identify what requires additional follow up.
- Number messages using your call sign (Ex. NC-45)

Action? <small>Required = / Completed = X</small>	Message #	Time <small>Use 24 Hour</small>	From Call Sign/ID	To Call Sign/ID	Message	Time Notified <u>and</u> acknowledged

Notes:

Communications Logs (Back)

Page ____ of ____	Date:	Incident Name:	BREATHE and Remain Calm
Start each day with page 1.	Prepared by Radio Team Leader (name):		

See directions on front.

Action? Required = / Completed = X	Message #	Time Use 24 Hour	From (Call Sign/ID)	To (Call Sign/ID)	Message	Time Notified <i>and</i> acknowledged

Notes:

Damage Assessment Form

Purpose: The Damage Assessment Form is designed for gathering damage assessment information following an incident. The damage assessment is a snapshot in time for a location. Assessors follow a predefined route and identify locations requiring attention for immediate life safety, property, and environmental issues. Assessors are not equipped to render aid therefore the focus of their work is to assess the current situation for the greater good of the community. It is imperative assessment teams do not stop to render assistance during the assessment phase. Doing so may cause more life safety concerns for the community due to the lack of information. The information collected and recorded will be turned over to the Net Control Team Leader (NCTL) who will make the determination on what, how, and where resources will be deployed.

Instructions: Fields are listed in *italics*.

Date: The date the assessment occurred. Use the local date in a numeric format: MMDDYYYY (08252011)

Time Received: The time the form was submitted to net control. Use a 24-hour format, local time: HHMM (1354)

Person Reporting: The name and title of the person who completed the form.

Person Receiving: The name and title of the person in net control receiving the form from the reporting person.

Page #: The sequential number of pages submitted by the reporting person and received by net control.

Time: The time the assessment was made at the specific location/address. Use a 24-hour format, local time.

Address/Location: Be specific to prevent duplication from other reports about the same location.

Fires: Check burning, to note a fire is active and requires professional response. Check out, if there is evidence a fire occurred but is no longer an immediate threat.

Hazards: Check the appropriate boxes for any hazards identified during the assessment of the specific location.

Structures: Record level of damage by either indicating: L (light), M (moderate), H (heavy), or Collapsed (check box).

People: Indicate number of injured and apparent dead. Do not triage. Check Trapped if people require professional extrication.

Roads: Indicate if roads are accessible to vehicle traffic by checking the appropriate box.

Assignment Completed: For use by the NCTL.

Equipment & Radio Check Out Sheet (Front)

Scribe(s) Name:	Incident Name:	Date
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Directions: Use an existing identification numbers (ex. R-1 for Radio-1) if available. If not, than place a piece of tape on the equipment, include the owner's name and phone number and the designated net control identification number.

ID # Owner Name/Phone	Item Description <small>(ex. 10 ft. ladder)</small>	Borrower Name and Phone	Borrower Initials	Time Out	Status <small>Check when returned.</small>	Comments <small>(Ex. Batteries missing)</small>
<i>R-1; Jan Doe; 555-555-5555</i>	<i>FRS Radio</i>	<i>John Smith 544-444-4444</i>	<i>JS</i>	<i>2035</i>	<input checked="" type="checkbox"/> Returned	<i>Radio in good condition; battery needs to be charged.</i>
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	

Special Notes: (Ex. abbreviations used)

Equipment & Radio Check Out Sheet (Back)

Scribe(s) Name:	Incident Name:	Date
-----------------	----------------	------

Directions: Use an existing identification numbers (ex. R-1 for Radio-1) if available. If not, than place a piece of tape on the equipment, include the owner's name and phone number and the designated net control identification number.

ID # Owner Name/Phone	Item Description	Borrower Name and Phone	Borrower Initials	Time Out	Status <small>Check when returned.</small>	Comments <small>(Ex. Batteries missing)</small>
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	
					<input type="checkbox"/> Returned	

Special Notes: (Ex. abbreviations used)

Volunteer

Sign In / Out

Return equipment at the end of your shift.

Complete a Unit Activity Log (ICS 214) every day.

Turn in your Unit Activity Log to the Scribe or NCTL.

Volunteer

Sign In / Out

Return equipment at the end of your shift.

Complete a Unit Activity Log (ICS 214) every day.

Turn in your Unit Activity Log to the Scribe or NCTL.

