



Irvington Neighborhood Emergency Team (NET)

Operations Plan

-originally created May 28, 2014
-updated on June 19, 2017



ROSTER

➤ Incident Team Leader:

- Erik Hovmiller [REDACTED]

➤ NET Amateur Radio Operators:

- Harris Orem [REDACTED] K7DHO
- Roger Sharp [REDACTED] AF7NP

➤ Other Amateur Radio Operators:

- David Byrnes [REDACTED] KC7MBJ
- Richie Rosenhaft [REDACTED] KG7AZQ
- John Engelhardt [REDACTED] WE7PDX
- Huck Bales [REDACTED] W7EFF

➤ Spontaneous Unaffiliated Volunteer Coordinator:

- Frances Dyke [REDACTED]
- Kate Davenport [REDACTED]

➤ Other Active Team Members:

- Beth Melnick [REDACTED]
- Kylie Kallio [REDACTED]
- Patty Mizutani [REDACTED]
- Anne Muller [REDACTED]
- Darrin Amico [REDACTED]
- Kay Hilt [REDACTED]
- Nancy Bales [REDACTED]
- Tamara Olcott [REDACTED]
- Ted Slupesky [REDACTED]

➤ Affiliated Trained Volunteers

- Woody Mosby [REDACTED]
- Any NET member that is not active

CRITICAL LOCATIONS

➤ Staging Area:

The parking lot of Westminster Presbyterian Church – across the street from the address

of 1624 NE Hancock St.

➤ **Backup Staging Area if primary is not accessible:**

The playground area behind the Irvington School at 1320 NE Brazee St.

➤ **Supply Cache:**

- Contact the Team Leader for more details.
- Irvington NET has access to Friends of Trees' equipment in the event of a disaster. The Team Leader currently holds the key that provides access to the locked lot on the northwest corner of NE MLK and Monroe (Monroe is in line with NE Siskiyou).
 - Digging tools (a couple hundred shovels), picks
 - 5 gallon buckets (100+)
 - Hard hats
 - Work gloves
 - Bike trailers
 - Truck trailers
 - Mulch for twin bucket toilets

➤ **Nearest Fire Station:**

Fire Station 13 at 926 NE Weidler St. The station was built in 1955 and retrofitted in 2003.

➤ **Nearest BEECN:**

- A BEECN is located at the Irvington School at 1320 NE Brazee, which is also the location of the Backup Staging Area. [REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]
- The closest other BEECNs are located at the All-Saints School at NE Cesar Chavez Blvd. and Glisan St. and at Alberta Park at NE 20th and Killingsworth.

➤ **Adjoining and Active NETs:**

- Beaumont-Wilshire/Alameda
 - Team Leader: Con Bricca [REDACTED]
 - Staging Areas:
 - Primary: Wilshire Park at NE 33rd Ave. and Skidmore St.
 - Secondary: Beaumont Middle School at NE 41st Ave. and Fremont St.
 - Tertiary: Madeleine School at NE 23rd Ave. and Klickitat St.
- Sabin
 - Team Leader: Tom Braibish [REDACTED] KF7PPO

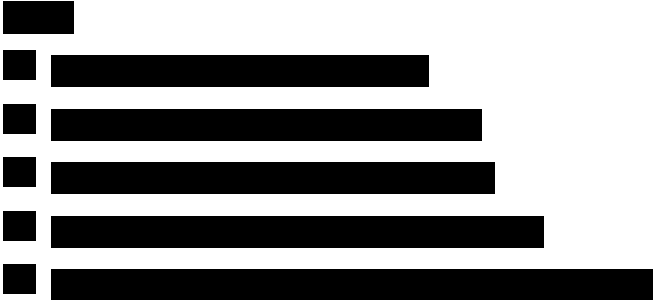
- Staging Areas:
 - Primary: Sabin School, north playground at NE 18th Ave. and Mason St.
 - Secondary: Albina Library parking lot at NE 15th Ave. and Beech St.
 - Boise/Eliot/Humboldt
 - Team Leader: Katy Wolf [REDACTED] [REDACTED]
 - Staging Areas: TBD
 - Sullivan's Gulch
 - Team Leader: Myra Lavenue
 - Staging Area: Parking lot on east side of NE 21st Ave. between Fremont and Weidler St.
 - King
 - Team Leader: Emily Leuning

➤ **Medical Care Point by Portland Fire and Rescue:**

- This is a concept for PF&R to set up a triage location that would serve Emanuel Hospital's Emergency Room.
- The closest MCP would be at Dawson Park, outside of Irvington, at NE Williams and Stanton, a couple of blocks from Emanuel Hospital.

SCOPE OF OPERATIONS

- Street borders:
 - Southern border: NE Broadway St.
 - Northern border: NE Fremont St.
 - Western border: NE 7th Ave.
 - Eastern border: NE 26th Ave.
- 551 acres
- 8,501 residents in 4,023 household units in 2700 buildings (per 2010 census)
- Walking distance between Broadway/Fremont and 7th/26th: 0.9 miles which can be covered in 17.4 minutes
- Block sizes:
 - North of Tillamook:
 - 500 ft. x 200 ft. (not including public right-of-way)
 - Around-the-block walking distance: .27 miles which can be covered in 5.2 minutes

- Number of homes: no more than 20
- Between Hancock and Tillamook (excepting a couple)
 - 200 ft. x 300 ft. (not including public right-of-way)
 - Around-the-block walking distance: .19 miles which can be covered in 3.7 minutes
- Blocks between Broadway and Hancock (with a number of small deviations between 17th and 24th)
 - 200 ft. x 200 ft. (not including public right-of-way)
 - Around-the-block walking distance: .15 miles which can be covered in 2.9 minutes
- Functional FRS/GMRS radio coverage at 0.5W is expected to be about:
 - East/west streets: 9 blocks
 - North/south streets: 4 blocks
- 

Overlap Areas:

- The Alameda overlap is bounded by NE 21st Ave., NE 26th Ave., NE Knott St., and NE Fremont St. With agreement from Alameda's NET, this overlap is considered part of Irvington's scope of operations.
- The Sabin overlap is bounded by NE 11th Ave., NE 21st Ave., NE Siskiyou St., and NE Fremont St. With agreement from Sabin's NET, this overlap is considered part of Irvington's scope of operations.
- Both the Alameda and the Sabin overlaps are to be considered equal in priority to the non-overlap areas.

NET DEPLOYMENT PROTOCOLS AND RESPONSIBILITIES

If an event occurs that you suspect warrants a NET deployment, follow the relevant steps listed below.

IMMEDIATE RESPONSIBILITIES:

1. Check yourself and persons in your household for injuries.
2. Ensure that your home and property is secure.
3. Attempt to contact your emergency out-of-state contact.
4. Retrieve your NET kit.
5. Follow Communications Protocol.

COMMUNICATIONS PROTOCOL:

1. Contact the **NET Emergency Activation Telephone Number** by dialing 503.823.1410. If PBEM initiates a deployment, PBEM will update a recorded status message twice a day at this number.
2. If you have a **FRS/GMRS radio**:
 - [REDACTED]
 - On the radio, **state your name** and **listen** for other team members to confirm they read your transmission.
 - **Maintain communication** until a deployment occurs or the situation concludes.
3. [REDACTED]
4. If you do not have a radio *or* radio contact is unsuccessful:
 - Attempt to contact other team members via **phone**.
 - **Maintain communication** until a deployment occurs or the situation concludes.

5. If no radio or phone contact is ultimately made, follow the **Self-Deployment Protocol**.
6. If and when the **Incident Team Leader** (or his/her backup) can make contact with other team members, s/he will:
 - Commence a **roster check** to determine who is available for potential deployment.
 - Acquire **information** and consider the **facts**.
 - Issue a decision for the team to either **deploy or to stand by**.
 - If a deployment is initiated, follow the **Deployment Protocol**.

SELF-DEPLOYMENT PROTOCOL:

1. **Assess the extent of local damage** by gathering facts about the event. Listen to a radio for news about the event, particularly whether or not the event has had major, city-wide consequences.
2. You may **self-deploy** only if all of the following conditions are true:
 - A) A major, city-wide disaster is occurring or has occurred.
 - B) Cell phones and land line telephones are non-operational.
 - C) You have not had communication with PBEM or the Incident Team Leader.

DEPLOYMENT PROTOCOL:

1. Your decision to deploy is entirely **optional** and is at your own **discretion**.
2. Ensuring your own **personal safety** is paramount to any actions you take.
3. Put on your NET **equipment** (helmet, vest, ID badge, appropriate personal protective equipment, and pack).
4. Proceed to the **Staging Area** using the most safe and direct route. If possible, use radio communications with other NET members to prioritize your route so that it passes the **Vulnerable Population Centers** listed in this plan.
5. As you make your way, use the *Damage Assessment* to **note damage** in the neighborhood. Perform **full block assessments** as you travel down the streets you choose to travel. Perform **modified block assessments** from the intersections you cross by looking along the length of the intersecting streets until the next visible intersection.
6. If critical help can be safely and rapidly rendered, do so. Otherwise, your main objective is to reach the Staging Area.
7. If you encounter **people wanting to help**, bring them with you to be processed by the SUV Coordinator.

DEPLOYMENT PRINCIPLES:

1. Ensure throughout a deployment that you **abide by the NET principles** that follow:
 - Do the greatest good for the greatest number of people in the shortest possible time.
 - Remain within the scope of your NET training with any actions you take.

- You are not a professional first responder. You are a volunteer extension of first responder services offering immediate help until professional services are available.
 - Support the chain of command within and outside of NET. Attain clarity as to your assigned role and maintain that role. Respect the unity of command by reporting solely to the person above you in the chain of command.
 - Document all activities. Doing so protects against liability, improves accountability, and saves time for the professional emergency responders that will pick up what you started.
 - Continuously apply the principle of Size-Up in all situations:
 - THINK
 - Gather facts.
 - Assess and communicate the damage.
 - Consider probabilities.
 - PLAN
 - Assess your own situation.
 - Establish priorities.
 - Make decisions.
 - ACT
 - Develop a plan of action.
 - Take action.
 - Evaluate progress.
2. Maintain a demeanor of calmness, patience, focus, and kindness. Don't let the chaos of a disaster control you.
 3. Safety! Don't rush into an action without proper perspective and preparation.

STAGING AREA PROTOCOL:

1. As you approach the Staging Area, check for the presence of **other team members**.
 - A) If at least one other **team member is present**, skip to the On-Site Management Protocol.
 - B) If **no other team members are present**, check for a marking at the center of the parking lot:
 - i. If **no marking exists**, assume that you are the first team member to arrive and skip to Step 2.
 - ii. If a note exists stating **SITE OK**:
 - a) Add your initials and the date and time.
 - b) Proceed to Step 3.
 - iii. If a note exists stating **SITE BAD**:
 - a) Add your initials and the date and time.

- b) Contact other team members via phone/radio and update them on the status of the Staging Area.
 - c) Proceed to the Backup Staging Area.
 - d) Return to Step 1, replacing the phrase “Staging Area” with “Backup Staging Area” and the phrase “parking lot” with “paved portion of the playground.”
2. **Assess the safety** of the Staging Area for team operations.
- A) If you determine that the **site is not safe** for NET operations:
 - i. **Contact other team members** via phone/radio and update them on the status of the Staging Area.
 - ii. At the center of the parking lot, **leave the message** “SITE BAD, [YOUR INITIALS], [DATE and TIME].”
 - iii. Proceed to the **Backup Staging Area**.
 - iv. Return to **Step 1**, replacing the phrase “Staging Area” with “Backup Staging Area” and the phrase “parking lot” with “paved portion of the playground.”
 - B) If you determine that the **site is safe** for NET operations:
 - i. At the center of the parking lot, **leave the message** “SITE OK, [YOUR INITIALS], [DATE and TIME].”
 - ii. Skip to **Step 3**.
 - C) If you are unable to confidently determine the safety of the site, skip to **Step 3**.
3. If you are still the **only team member** on site:
- A) **Wait** for another team member to arrive.
 - B) When waiting, consider the following and let the combination of each factor help you independently **determine how long you stay** before returning to your home or another safe location:
 - i. The time of day
 - ii. The weather
 - iii. The severity of the disaster
 - iv. The presence or absence of other unaffiliated people
 - v. Your personal assessment of your own safety
 - C) When another team member arrives:
 - i. If the marking “**SITE OK**” has been made:
 - a) Affirm together that the the site is still safe.
 - b) Follow the On-Site Management Protocol.
 - ii. If **no marking** has been made, work together and return to **Step 2**.

ON-SITE MANAGEMENT PROTOCOL:

1. When you arrive at an established Staging Area or once there are two or more team members present, **integrate into the existing chain of command**.
2. If an **Incident Team Leader** has not been designated, work together to do so:

- Under most circumstances, the **first to arrive** assumes the role of Incident Team Leader unless otherwise agreed upon by a majority of the team members present.
 - If either of the **prior-designated Incident Team Leaders** arrive, they will likely depending on the circumstances—assume the role of Incident Team Leader.
3. **Report damage** by submitting the *Damage Assessments* to the Incident Team Leader.
 4. **Stand by** until delegated to a specific role within the chain of command.

FRS RADIO PRINCIPLES:

1. Use face-to-face contact when practicable.
2. Keep messages concise and specific.
3. Talk slowly.
4. Start transmissions with the format of “Hey you, it's me”.
5. In a disaster, FRS/GMRS radios can be legally used on “high power”.

ROLES AND RESPONSIBILITIES:

The Incident Team Leader:

1. Ascertains all **on-site safety risks** and determines the safest area to operate.
2. Commences and continues the **checking in and out of NETs** using the *Personnel Resources* form.
3. Develops a **basic mission sequence** by:
 - Completing an initial assessment of the Scope of Operations through the review of *Damage Assessments* from reporting NETs and through the deployment of NET members, prioritizing the vulnerable population centers.
 - Developing an overarching and flexible plan of action that considers all of the relevant damage, injuries, and personnel and material resources
 - Executing the plan of action
4. Collects people that are wanting to help as **Spontaneous Unaffiliated Volunteers** (see SUV Coordinator section below).
5. Encourages the **walking wounded** to gather at a Triage Area within the Staging Area.
6. **Assesses personnel resources** available through consultation with the *Personnel Resources* form. Develops a plan that leverages those resources to maximum effect.
7. **Documents equipment** available and being checked in and out via the *Equipment Inventory*. Develops a plan that leverages those resources to maximum effect.
8. **Delegates members** as available and as needed to maintain span of control.
 - A) Assign team members to functional teams of at least two team members, potentially more as the task dictates.
 - B) Assign Chiefs to oversee:

- i. Operations (Search-and-Rescue, Fire Suppression, Medical, etc.)
 - ii. Planning (Information Management, Documentation, Resource Acquisition, etc.)
 - iii. Logistics (Communication, Resource Deployment, Facilities, etc.)
9. **Prioritizes responsibilities** based on incoming reports of damage and injury.
 10. **Delegates assignments** by providing the *Briefing Assignment* to Functional Teams of appropriate size and constitution; documents the assignments with *Assignment Tracking Log*; tracks the assigned team members with the *Personnel Resources* form.
 11. **Keeps track of Functional Teams** by establishing expectations for frequent communication either via runners or FRS radio.
 12. Establishes a **Victim Treatment Area** and documents victims with the *Victim Treatment Area Record*.
 13. **Communicates** between command levels and with groups using the *General Message* form.
 14. Collaborates with groups of **other first-responders**: other NET teams, professional first-responders, PBEM, etc.

Functional Teams:

1. **Buddy up** with another NET member. As practicable, form functional teams in preparation of receiving assignments.
2. **Receive assignments** from the Chain of Command via the *Assignment Briefing*.
3. **Perform assignments** and document actions taken via the *Assignment Briefing*.
4. **Maintain communication** as directed and as needed (ie., following an initial assessment, development of new damage, injuries, etc.) with the Staging Area.
5. **Report back** to the Staging Area upon completion of assignments, submitting the completed *Assignment Briefing* and to wait for further instructions.

The Amateur Radio Operator:

1. **Maintains documentation** of all incoming and outgoing transmissions via the *Communications Log*.
2. **Support the Incident Team Leader** by fulfilling assigned tasks. Notably, the ARO is responsible for relaying messages between the Incident Team Leader and the ECC via their own home radio equipment, the Staging Area, or Fire Station 13.
3. **Checks in with the Multnomah County ARES Resouce Net Controller** on the Multnomah County Secondary Repeater MC-2 (see table below). The ARO gives his or her FCC call sign and waits for acknowledgment from the net control operator. Once acknowledged, the ARO then provides the following information:
 1. Name
 2. Location
 3. Available equipment, including communications and transportation resources
 4. NET affiliation

The ARO declares that she or he already has an assignment (to support Irvington NET) and is switching to the PBEM tactical net.

If no contact is possible via MC-2, AROs attempt to make contact with a Multnomah ARES Controller via the following channels:

Function	Alias	RX	Offset	Tone	Notes
Resource Net	MC-2	147.28	+ 600	167.9	
Life Safety Net	MC-6	147.04	+ 600	100	Life safety traffic only
NET-TAC 1	MC-8	147.58	*	*	NET tactical #1
NET-TAC 2	MC-9	147.54	*	*	NET tactical #2
Resource Net Simplex	MC-12	147.28	*	*	Use only if MC-2 repeater is not functioning
Life Safety Net Simplex	MC-14	147.04	*	*	Use only if MC-6 repeater is not functioning

- Establishes HAM radio communication with PBEM's **NET Coordinator** at the city's Emergency Coordination Center to report team status and receive instructions.
- Contacts **adjoining neighborhoods** listed in the Roster via cell, FRS/GMRS, or HAM radio.

The Spontaneous Unaffiliated Volunteer (SUV) Coordinator:

- Sets up a volunteer **check-in area** where each volunteer is documented as a personnel resource.
- Ensures that each volunteer completes a **completed Volunteer Information Form**.
- Communicates to volunteers:**
 - to stand by and wait to be assigned to a task
 - the procedure for signing in and out
 - the priority for safety of all individuals
 - basic NET info so they understand the context of the larger response effort
 - the need to not interfere with emergency responders
- Through **interviews** with volunteers, ascertains:
 - the physical and emotional suitability of each volunteer for the work at hand
 - the duration of time the volunteer is willing to offer
 - the relevant skills of each volunteer
 - the relevant resources each volunteer can provide for themselves and/or others
- As appropriate, **rejects volunteers'** offer of help.

6. **Identifies potential tasks** that SUVs can readily carry out and communicates these up the chain of command.
7. **Delegates tasks** to SUVs based on the assignments created by the Incident Team Leader.
8. **Tracks all activities** of SUVs, their job assignments, total number of hours worked.
9. **Assesses the well-being** of SUVs and takes appropriate action to ensure the safety for all.
10. As appropriate to ensure safety and effectiveness, **redirects and/or dismisses** SUVs after they have been assigned to a task.

The Medical Treatment Officer:

1. Sets up a suitable **area** for medical treatment
2. Ensures victims are **triaged**
3. Coordinates **treatment** of victims
4. **Documents** all victims and treatment provided
5. Ensures victims are **monitored** for changes
6. **Discharges** victims when treatment has been completed
7. Prepares victims for **evacuation** to professional treatment
8. Establishes and maintains **accessibility** of emergency transportation

POTENTIAL HAZARDS AND VULNERABILITIES

Vulnerable population centers:

- Schools
 - Irvington School
 - 1320 NE Brazee St.
 - 503.916.6185
 - Priority for assessment in the event of an earthquake which occurs during a time of day that the school is likely to have many vulnerable people inside. An average school day has around 500 children in the building with 30-40 staff.
 - Built in 1933.
 - 2 levels over a crawlspace that becomes a basement and a 3rd level in the southern third of the building.
 - Unreinforced masonry construction that Portland Fire and Rescue have determined to have a “moderate” earthquake risk. A FEMA study in 1999 determined that the building presents a low seismic risk. However, this study did not consider the presence of unreinforced clay tile interior partition walls nor the unreinforced brick chimney, both of which threaten building collapse and safe exit. Various seismic upgrades have been made to the structure over the years, notably in 2001

to at least partially address the above mentioned hazards.

- A 2002 structural assessment determined that the walls, floors, and roof diaphragm “constitute a generally competent and wellintegrated building with reasonable resistance to lateral forces.” The remaining concern to users are non-structural elements, namely brick veneer and building ornamentation over exitways although the risk here is far from certain. Some clay tile walls still exist and represent a significant falling hazard.
- The covered playshed on the north end of the playground is 48' x 96' and considered to be adequate for required lateral forces.
- The school's evacuation location is Augustana Lutheran Church at NE 14th and Knott St.
- The principal, Kathleen Elwood, is aware of this Operations Plan.
- The Madeleine Parish and School
 - 3123 NE 24th Ave.
 - 503.281.5777
 - Priority for assessment in the event of an earthquake which occurs during a time of day that the school is likely to have many vulnerable people inside. The school generally follows Portland Public Schools' schedule. An average school day has between 250-260 children in the building. There are about 25 staff working in the building.
 - Built in segments of varying composition including some wood-framed construction but most classrooms are thought to be susceptible to significant damage. Built between the period of 1923 to the 1980s.
 - There have been no seismic upgrades made to the structures.
 - The school's evacuation location is the field just to the north of the school, across NE Klickitat St. Each classroom has an emergency folder with a roster of children in the room.
 - Principal Susan Steele is aware of this Operations Plan.

➤ Public Housing

- Grace Peck Terrace
 - 1839 NE 14th Ave.
 - 503.281.7094
 - A six-story public housing building with 95 one-bedroom apartments.
 - Only houses seniors and persons with disabilities.
- Dahlke Manor
 - 915 NE Schuyler St.
 - 503.280.3780

- A nine-story public housing building with 115 one-bedroom apartments.
- Only houses seniors and persons with disabilities.

Influx from other neighborhoods:

- Lloyd Center Mall
 - Between NE Halsey St. and NE Multnomah St. from NE 9th Ave. to NE 15th Ave.
- Holladay Park Plaza
 - 1300 NE 16th Ave. (in Sullivan's Gulch neighborhood, south of Irvington)
 - 503.280.2216
 - A retirement community for people that range from independent living to skilled nursing care.
 - Built in 1968.
- The Lloyd District does not have an active NET team.