



Emergency Response Plan

October 2025

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Plan Overview

This Emergency Response Plan (ERP) describes how the Portland Expo Center staff will respond to a range of emergency situations, from minor to catastrophic. It includes facility-specific emergency response roles, responsibilities, and procedures.

Emergency Response Goals

The primary goals for all emergency responses at the Expo are:

- Protect the health and physical safety of Expo staff, contractors, and the public.
- Protect built and natural environments, assets, and infrastructure from further impacts.
- Maintain situational awareness throughout the emergency.

Supporting Materials and Attachments

1. [OCC +Expo Crisis Communication Plan](#)
2. [AED Locations](#)
3. [Evacuation Assembly Area](#)

List of Acronyms

The following is a list of acronyms used throughout this document.

- **AED** Automated external defibrillator
- **COO** Chief operating officer
- **CPR** Cardiopulmonary resuscitation
- **DPSST** Department of Public Safety Standards and Training
- **EMS** Emergency medical services
- **EOC** Emergency operations center
- **EOP** Emergency operations plan
- **ERP** Emergency response plan
- **ICS** Incident Command Structure
- **IMT** Incident management team
- **MRC** Metro Regional Center
- **OCC** Oregon Convention Center
- **PA** Public address
- **PIC** Person in charge
- **PIO** Public information officer
- **PPB** Portland Police Bureau
- **PPE** Personal protective equipment

Facility-Specific Considerations

Public Safety Considerations

- Expo’s security team members are DPSST-certified.
- Public safety ensures adherence to guidelines for a respectful and inclusive environment.
- Expo’s security team operates 24/7, 365 days a year.
- Most Expo full-time staff are CPR- and AED-certified.
- All Expo staff and strategic partners are trained in "If You See Something, Say Something®"

Vendor and Guest Considerations

- Vendor and decorator check-ins are monitored.
- Standard guest entry is through the exhibit hall lobbies, with non-entry doors clearly marked. Access to other entries is adjusted based on client needs.

Facility Considerations

- Expo may serve as a public shelter if requested and feasible based on building conditions.
- Parking structures are equipped with emergency blue-light phone kiosks.

Plan Activation

Activation Levels

LEVEL	THRESHOLD	COMMUNICATION LIST	EXAMPLES
Enhanced Operations	Forecasted hazardous conditions may require action.	Notify emergency management and venues leadership team.	Severe weather, shelter requests, medical emergencies.
Partial Activation	Ongoing hazardous conditions manageable with full staff.	Above plus a message to event points of contact.	Building lockdown, suspicious packages.
Full Activation*	Ongoing hazardous conditions beyond current staff capacity.	Above plus external stakeholders and Metro COO.	Fire, active shooter, significant damage.

*Metro Emergency Management may assume command at this threshold.

Situation and Assumptions

Risks and Mitigation

RISK	EXPECTED OUTCOME	MITIGATION PLAN
Flood	Plumbing failures may disrupt services; outside flooding unlikely.	Monitor plumbing and maintain backup plans.
Fire	Wildfire smoke could impact air quality; fires inside trigger safety systems.	Life-safety alert systems in place.
Seismic	Moderate to heavy damage risk from large earthquakes.	Seismic gas shutoff valves automatically shut off natural gas. NW Natural Gas notified for resets.
Political	Protest activities could cause disruptions or safety concerns.	Public safety reviews events for potential concerns and coordinates with emergency management.
Weather/Utility	Hazardous weather and outages may interrupt operations.	Facility closure procedures guide response to these situations.

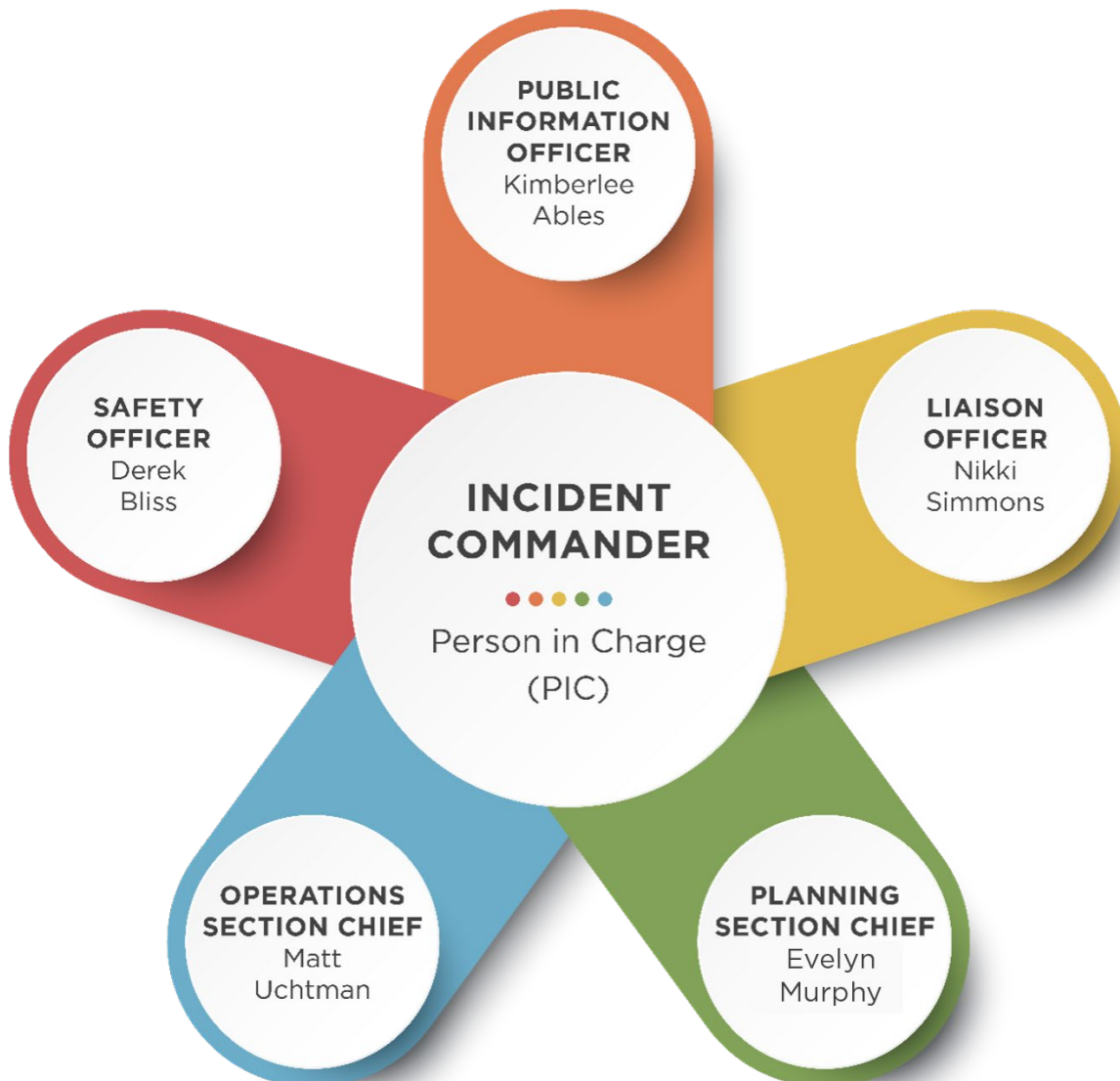
Roles and Responsibilities

This section outlines the roles and responsibilities required during an emergency response at the Expo. When the ERP is activated at a partial level or higher, a **PIC** is designated to oversee the response. Additional roles may be assigned at the discretion of the PIC, based on the needs of the situation.

As the incident progresses and stabilizes, the PIC may reassign responsibilities to team members with relevant expertise and experience to ensure an effective and adaptive response. For further details on collaboration with Metro’s IMT, refer to the corresponding section below.

Incident Management Team (IMT)

Diagram of Incident Command System response structure at Expo.



Command and Control

- **Ultimate authority:** Metro COO or their designee.
- **Delegated authority:** Expo executive director or their designee during emergencies.

Chain of Command

NAME	POSITION	MOBILE
Cindy Wallace	Interim Executive Director	971-563-7620
Matt Uchtman	Senior Director of Facility Operations	503-572-8874
Nikki Simmons	Senior Director of Event Operations	503-704-4519
Michelle Hedegard	Director of Equity, Culture, and Comms	503-438-0386
Derek Bliss	Director of Public Safety	503-380-7343
Michelle Graham	Director of Event Services	503-201-6695
Evelyn Murphy	Director of Guest Experience	503-422-2922
Monica Pea	Director of Sales	503-209-5097
Security		503-736-5220

Expo Roles

Person in Charge (PIC)

- First responding employee regardless of position, transitioning to a qualified person as needed.
- **Responsibilities:**
 - Manage the overall incident.
 - Implement all Expo emergency procedures.
 - Activate or deactivate staff roles under chief-level support as needed.

Public Information Officer (PIO)

- Typically filled by Metro's PIO or their designee.
- **Responsibilities:**
 - Share accurate information with media.
 - Ensure internal/external communications are appropriate for their audiences.

Liaison Officer

- Typically, a member of Expo’s Leadership team or designee.
- **Responsibilities:**
 - Interface with emergency responders (police, fire, EMS).
 - Update Expo leadership on external activities.

Safety Officer

- Typically filled by the director of public safety or their designee.
- **Responsibilities:**
 - Ensure safety and accessibility during emergencies.
 - Determine the need for external assistance.

Operations Section Chief

- Typically, a member of Expo’s Leadership team or designee.
- **Responsibilities:**
 - Lead displaced-person support during extended incidents.
 - Oversee evacuation procedures and facility assessments.

Planning Section Chief

- Typically, a member of Expo’s Leadership team or designee.
- **Responsibilities:**
 - Document staff/visitor locations during evacuations.
 - Develop repair plans based on assessments.

Integration with Metro Incident Management Team

When Metro activates its EOP and sets up an EOC, the Expo executive director or their designee takes the role of department/ facility liaison and passes direction down from that team to the Expo IMT.

Whenever emergency operations exceed the capacity of Expo to handle independently, the incident manager will request that Metro’s emergency manager or the capital asset management director activate Metro’s EOP. This allows for Metro’s EOC to be activated and provide additional resources to the Expo.

Concept of Operations

This section describes how emergency responses will happen in practice.

Emergency Operations Center (EOC)

1. **Primary location:** The EOC is the Forest Park conference room located in Expo administrative office on level 2. The contact number for this location is 503-736-5200.
2. **Backup location:** If the primary location is unavailable, the EOC will be moved to the Cascade Conference room at OCC. The contact number for this location is 503-731-7838.
3. **Alternative location:** If an alternate location is needed, the PIC will designate an alternative location to serve as the EOC.

Emergency Communications Plan (ECP)

This section describes how Expo and related staff will be communicated with during an emergency.

PREFERENCE ORDER (PACE PLAN)	METHOD OF COMMUNICATION
Primary	Email, text, or phone
Alternate	Two-way radio
Contingency	MS Teams
Emergency	Direct verbal communication

Damage Assessment and Crisis Response Procedures

Following an emergency that results in damage to Expo, facility operations staff must prioritize safety. Once it is safe to do so, staff should document any damage and report the details to their immediate supervisor or the **PIC**. For any damage that could affect the structural or environmental safety of the facility, input and approval from a qualified subject matter expert are required before re-entry.

In the case of a seismic event, Expo will remain unoccupied until an official damage assessment is conducted and approved by the **City of Portland**.

If the damage or threat reaches a crisis level, the **Metro General Manager of Visitor Venues** must be immediately briefed on the situation. The **PIC**, in collaboration with the general manager, the Expo executive director, and the Expo team, will develop appropriate messaging and establish necessary protocols. Should the scope, severity, or safety concerns escalate, the general manager will update Metro's **COO** and senior leadership to coordinate further actions.

Evacuation Procedures

Responsibilities During an Evacuation

Public Safety and Facility Operations

Expo team members are responsible for managing the emergency response. They oversee coordination, ensure safety, and implement necessary protocols.

Support Role of Other Departments

If you are not part of the designated emergency response teams, your role during an evacuation is to prioritize exiting the building safely while supporting an efficient and organized process. All employees are expected to:

1. **Switch to the events radio channel (1)** for real-time instructions and updates if assisting with evacuation efforts.
2. **Listen to the annunciator for directions** and follow the designated evacuation routes. Move quickly and calmly to the nearest exit.
3. **Use your voice and body language** to encourage others to exit efficiently and safely.
4. **Assist guests and colleagues** in navigating to exits, ensuring their safety.
5. **Follow instructions** from the PIC or emergency response teams to maintain order and efficiency.

Person in Charge (PIC)

- The designated leader in the chain of command must identify themselves as the **PIC** by announcing their role over the **all-call radio channel**.

Client Communication

- **Event managers** are responsible for promptly contacting their clients to confirm evacuation status and communicate relevant updates.

Assembly Area

1. Plaza between Upper Lot 2 and Lower Lot 2.

Evacuation GO Bags, identifiable as orange backpacks, are equipped with vests, traffic wands, an extendable flag, a flashlight, and a megaphone.

Location of Evacuation GO Bags

Evacuation GO Bags

1. Hall D Lobby (near the Med Tech station)
2. Hall E Lobby (near the Med Tech station)
3. Hall D Back of House (near the Engineering office)

Use of GO Bags

1. Any staff member can grab an Evacuation GO Bag.
2. The staff member who grabs the Evacuation GO Bag is responsible for following the instructions inside, which direct them to proceed to the curb outside the exit.
3. Any staff member assisting with the evacuation should wear a **yellow** vest.
4. The PIC should wear an **orange** vest. **yellow**

Exit Area Assistance

1. The first staff member to reach an exit door, if it is safe, must stay at the door to help direct people toward the assembly point.
2. The second staff member should position themselves between the exit door and the **[?]** to guide people to the assembly point.

Assistance with Traffic Management

If needed, Expo staff should wear yellow vests and assist with directing people safely to the assembly area.

Evacuation Huddle

Once most individuals have evacuated, convene the following work groups to determine the best reentry process:

1. Management
2. Event managers
3. Admissions lead

“All Clear” Instructions

1. Facility operations will request the pic to switch to the facilities radio channel.
2. Facility operations will communicate the “all clear” to pic.
3. Pic will switch to the events channel and initiate reentry communication.

Reentry Protocol

No one is allowed to reenter the venue until the PIC approves and directs reentry.

1. **Reentry location:** Reentry will occur through Hall D or main entry point of event.
2. **Reentry assistance:** Staff wearing vests will assist with reentry at the entrance doors.

Reentry Priority

1. Expo staff not wearing vests
2. Strategic partners/third-party contractors
3. Clients and exhibitors
4. Guests

Once reentry has been completed the PIC will communicate the "all clear" on the all-call channel and instruct staff to go back to their department channels

Accountability

1. Once evacuated, stay out of the venue.
2. Staff are not responsible for searching for others. Notify your supervisor, manager, or PIC if someone is unaccounted for.
3. First responders will be informed of any unaccounted staff members.

Evacuation Procedure for Strategic Partners

Strategic partners are responsible for evacuating their staff and gathering at the designated assembly point.

Debrief Requirement

A debrief of the evacuation process must be conducted within 48 hours.

Finance and Public Assistance

Financial needs shall be passed through Metro’s Finance and Regulatory Services Department. In some cases, Metro Emergency Management will lead submission of documents for public assistance.

Incident-Specific Response and Recovery Procedures

General Emergency

1. Notify security at 503-736-5220 or call 911, specifying the preferred entry location with street directions rather than internal locations.
2. If possible, safely take photos or note details. If unsafe, move to a secure location.
3. For crimes or suspicious activity, avoid interacting with individuals and provide them with a clear exit.
4. If you feel threatened during a crime, prioritize your safety and comply with demands to prevent harm.
5. For non-emergency issues involving houseless individuals, contact Portland Street Response.
6. If 911 is called, meet emergency responders at the designated entry point.
7. Security team members notified of 911 calls should gather details to assist emergency responders.

Medical Emergency

Life-Threatening

1. Call 911 for life-threatening emergencies such as heart attacks, strokes, or major injuries. When in doubt, call 911.
2. Provide detailed information, including the exact entrance for responders, using plain language.
3. Identify yourself and your location while on the phone with 911.
4. Initiate CPR if needed, and direct someone to retrieve an AED.
5. Expo staff must not transport individuals to hospitals.
6. Notify security with specific details of the incident.
7. The responding security team member will notify the event manager and/or a med tech, who will assume control.
8. Stay with the victim and assist emergency responders by guiding them to the location.

Non-life-threatening

1. Contact security for first aid.

Fire

No Alarm Sounding

1. Contact security.

Alarm Sounding

1. When a smoke detector is activated, an automatic announcement is broadcast to security, engineers, and facility operations management.
2. A three-minute delay allows staff to verify the situation before full alarm activation.
3. If confirmed false, the alarm will be silenced and reset. Responding staff will debrief afterward.
4. If confirmed real, the fire alarm pull station will initiate a full alarm and evacuation process. (see the [Responsibilities During an Evacuation](#) section of this document.)

Angry or Violent Individuals

Including Riots and Civil Unrest

1. Remain calm and listen to the individual(s).
2. Maintain unobstructed access to an exit and, if possible, create a barrier between yourself and the individual(s).
3. Notify security providing the exact location of the concern.
4. If you feel unsafe, call 911.
5. Security will attempt to de-escalate the situation and, if necessary, move the individual(s) to a safe location.
6. For escalation, the ICS may be activated by the PIC.

Suspicious Objects or Activity

Contact security with the specific location and state the nature of the problem.

- 1. For threats, attempt to keep the caller on the line and note:**
 - a. Time and date of the call.
 - b. Exact words and tone of the caller.
 - c. The number the call was received at.
- 2. For suspicious objects:**
 - a. Do not handle or move the object.
 - b. Evacuate the area and notify security.
 - c. Avoid using wireless devices near the package.
3. Wash hands thoroughly if contact is made.
4. Security will evaluate and coordinate with police or fire responders if 911 is called.

Utility Outages

1. Emergency generators will power life safety systems and egress lighting but not event-critical systems.
2. Radios and phones remain operational.
3. If evacuation is initiated, follow the procedure.

Earthquake

During an Earthquake (Indoors)

1. Call out: "Drop, cover, and hold on!"
2. Seek shelter under sturdy furniture to protect yourself from falling debris.
 - a. If in a wheelchair, lock the wheels and use your arms or nearby objects to cover your head and neck.
3. Stay away from windows, glass, and objects that can tip or fall, such as mirrors or shelves.
4. Remain in your safe position until the shaking completely stops.

During an Earthquake (Outdoors)

1. Move to an open area, staying clear of buildings, trees, and downed power lines.
2. Drop to the ground and remain there until the shaking ceases.

After the Shaking Stops

1. **Evacuate immediately:** Assist others, ensuring everyone exits safely, and use designated evacuation routes.
2. **Report non-self-evacuating individuals:** Notify designated staff of anyone unable to self-evacuate.
3. **Guide evacuees away** from windows, structural hazards, and other potential dangers.
4. **Report Injuries:** Contact security for assistance and medical needs.
5. Follow the evacuation procedure.

Flooding

1. Designate an operations section chief to assess flooding.
2. Stop the water flow if safe or call emergency services for hazardous sources.

Lost or Missing Person

Remain with the individual and immediately contact security. Continue to stay with them until personnel arrive and assume responsibility.

Infectious Disease Outbreak

1. In the event of an infectious disease outbreak, Metro will activate its **EOP** and establish a Metro-wide **ICS** to manage operations, communications, and decisions affecting employees across the organization.
2. Expo will implement all protocols provided by Metro's centralized **IMT**.

Active Shooter

Action Plan

1. **RUN (escape if possible)**
 - a. Prioritize escaping to safety.
 - b. Help others escape if you can but evacuate even if others choose to stay.
 - c. Warn and prevent others from entering areas where the shooter may be present.
 - d. Call 911 when you are safe. Provide information about the shooter's description, location, and weapons.
2. **HIDE (If escape is not possible)**
 - a. Find a location out of the shooter's view and remain silent.
 - b. Lock and barricade doors, close blinds, turn off lights, and silence all devices.
 - c. Avoid hiding in groups; spread out or hide separately to make it harder for the shooter to target multiple individuals.
 - d. Use silent communication methods (e.g., texting police, tagging your location on social media, or placing a visible sign in a window) to alert authorities.
 - e. Stay hidden until law enforcement gives the all-clear.
3. **FIGHT (Be prepared if necessary and as a last resort)**
 - a. If you must, be prepared to confront the shooter with determination.
 - b. Improvise weapons using items like chairs, fire extinguishers, scissors, or books.
 - c. Work with others to distract and disarm the shooter.
 - d. Be prepared to use force to incapacitate the shooter, prioritizing survival.

After the Shooter Leaves

1. **Evacuate safely:** Move cautiously and avoid touching anything that could be evidence.
2. **Follow police instructions:** Walk with your hands visible and comply with all directions.
3. Remain at the designated assembly point until cleared to leave.

Lockdown and Lockout Procedures



In an emergency, the terms **lockdown** and **lockout** refer to different safety protocols designed to protect people in the venue.

Lockdown

A protocol activated to immediately restrict movement and visibility inside the venue in response to an immediate threat.

1. Exterior doors will be locked.
2. Exterior manual doors will allow emergency exit.
3. Exterior roll-up doors will be closed.
4. All Interior doors should be locked.
5. Lockdown is lifted when the all-clear is given by the PIC.

Lockout

A protocol to keep threats outside while allowing normal activities to continue inside.

1. Exterior doors will be locked.
2. Exterior manual doors will allow emergency exit.
3. Exterior roll-up doors will be closed.
4. Lockout is lifted when the all-clear is given by the PIC.

After-Action Review

Conduct a review of the incident within two weeks. Submit findings via the incident reporting portal. Metro Emergency Management may lead a formal review if necessary.

AED Locations and Evacuation Assembly Areas

