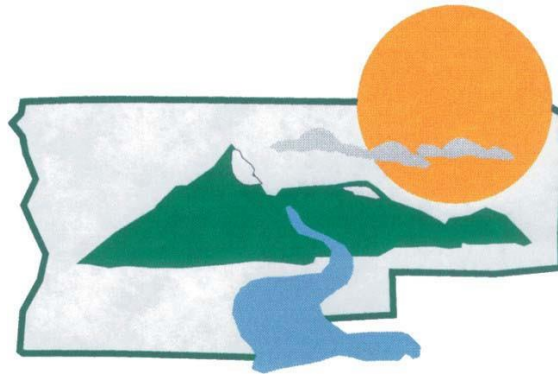


**Jefferson County, Oregon  
EMERGENCY OPERATIONS PLAN**



**January 2024**

**Prepared for:**

**Jefferson County Emergency Management**

Jefferson County Sheriff's Office  
675 Northwest Cherry Lane  
Madras, Oregon 97741

**Prepared by:**



**ecology and environment, inc.**  
Global Environmental Specialists



This document was prepared under a grant from the US Department of Homeland Security. Points of view or opinions expressed in this document are those of Jefferson County and do not necessarily represent the official position or policies of the Federal Emergency Management Agency's Grant Programs Directorate (GPD) or the U.S. Department of Homeland Security.

# Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the County's response to and support of an emergency incident. If you are not qualified to implement this plan, dial 9-1-1 and ask for assistance.

## 1. Receive alert of incident.

- Alerts should be directed to the Emergency Management Coordinator.
- If the Emergency Management Coordinator is not available, alerts should be directed to the Emergency Manager based on the line of succession outlined in Section 1.8.1 of this plan.
- Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public, or other sources.
- If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
- *See ESF 2 – Communications of this plan for more information on alert and warning.*

## 2. Determine need to implement the County's Emergency Management Organization.

- The Emergency Management Coordinator should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the County for the incident. This may range from the Emergency Management Coordinator and Emergency Manager being on stand-by to full activation of the Emergency Operations Center.
- Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated.

## 3. Notify key County personnel and response partners.

- The Emergency Management Coordinator will notify key personnel to staff the Emergency Operations Center based on incident needs.
- Notify appropriate emergency response agencies.

## Immediate Action Checklist

- *See the Emergency Contact List maintained by the Emergency Management Coordinator.*

**4. Activate the County Emergency Operations Center as appropriate.**

- The County will utilize the Incident Command System in managing the Emergency Operations Center.

**Primary Emergency Operations Center Location:**

Jefferson County Sheriff's Office  
675 N.W. Cherry Lane, Madras, OR 97741

**Alternate Emergency Operations Center Location:**

Jefferson County Fire District #1  
765 S. 5<sup>th</sup> Street, Madras, OR 97741

*See Section 5.4 of this plan for information on Emergency Operations Center operations.*

**5. Establish communications with the on-scene Incident Commander.**

- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
- The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.

*See ESF 2 – Communications of this plan for more information on communications systems.*

**6. Identify key incident needs, in coordination with the on-scene Incident Commander.**

- Consider coordination of the following, as required by the incident:
  - Protective action measures, including evacuation and shelter-in-place
  - Shelter and housing needs for displaced citizens
  - Emergency public information and coordination with the media
  - Provisions for access and functional needs populations, including unaccompanied children
  - Provisions for animals in disaster

## Immediate Action Checklist

- 7. Inform the Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**
  - Oregon Emergency Response System: 800-452-0311
  - If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.
- 8. Declare a State of Emergency for the County, as appropriate.**
  - If the incident has overwhelmed or threatens to overwhelm the County's resources to respond, the County should declare a state of emergency.
  - A declaration may be made by the Board of Commissioners.
  - The declaration should be submitted to the Oregon Emergency Response System.
  - *See Section 1.7 of this plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form.*

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# Preface

This Emergency Operations Plan is an all-hazard plan that describes how Jefferson County will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, and the Oregon Office of Emergency Management Comprehensive Emergency Management Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the County that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the County has, in addition to promulgating this plan, formally adopted the principles of the National Incident Management System, including the Incident Command System.

Consisting of a Basic Plan, Emergency Support Function annexes, Support Annexes, and Incident Annexes this Emergency Operations Plan provides a framework for coordinated response and short-term recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, community- and faith-based organizations, and private-sector partners.

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# Letter of Promulgation

To All Recipients:


Promulgated here is the Emergency Operations Plan for Jefferson County. This plan supersedes any previous plans. It provides a framework with which the County can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operation Plan is a component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the County.

Focused on response and short-term recovery activities, this Emergency Operation Plan provides a framework for how the County will conduct emergency operations. The plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordination with response partners, and establishes a system for incident management. The outlined framework is consistent with the National Incident Management System.

This plan has been reviewed by the County Sheriff (Emergency Manager) and approved by the County Board of Commissioners. It will be revised and updated as required. All recipients are requested to advise the County Emergency Management Coordinator of any changes that might result in its improvement or increase its usefulness. Plan change will be transmitted to all addressees on the distribution list.

  
Wayne Fording, Commission Chair

  
Kelly Simmelink, Commissioner

  
Mark Wunsch, Commissioner

February 7, 2024  
Date

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# Plan Administration

The Emergency Management Coordinator will coordinate review, revision, and re-promulgation of this plan every two years or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Emergency Management Coordinator, with the approval of the Emergency Manager, without formal County Board of Commissioners approval.

## Record of Plan Changes

All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure that the most recent version of the plan is disseminated and implemented by emergency response personnel.

Date	Change No.	Department	Summary of Change
2007	001		Global Update
2015	002		Global Update
2020	003		Review, Re-Promulgate
2024	004		Review, Re-Promulgate

**Plan Distribution List**

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained at locations and posted online at:

<http://www.co.jefferson.or.us/sheriff>

Department/Agency	Title
County Administration	Board of County Commissioners
County Sheriff’s Office (Emergency Management)	Sheriff (Emergency Manager) Emergency Management Coordinator
County Public Health Department	Director
County Public Works Department	Director
Frontier Regional 9-1-1 Center	Director
Oregon Military Department, Office of Emergency Management	Operations and Preparedness Section Manager
Camp Sherman	Emergency Manager
City of Culver	Emergency Manager
City of Madras	Emergency Manager
City of Metolius	Emergency Manager
Confederated Tribes of Warm Springs	Emergency Manager
Crooked River Ranch	Emergency Manager
Jefferson County Emergency Medical Services	Chief
Jefferson County Fire District #1	Chief
Crooked River Rural Fire Protection District	Chief
Sisters-Camp Sherman Fire District	Chief
Three Rivers Volunteer Fire Department	Chief
Oregon Office of Emergency Management	Operations and Preparedness Section Chief

**Emergency Operations Plan Review Assignments**

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the County Emergency Management Coordinator for incorporation into the plan and dissemination of the revised version. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is encouraged. It is also encouraged that plan review be performed concurrently with review of other related County emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
<b>Basic Plan</b>	Emergency Management
<b>Emergency Support Function Annexes (ESFs)</b>	
<b>ESF 1</b> Transportation	Public Works Department Emergency Management
<b>ESF 2</b> Communications	Frontier Regional 9-1-1 Center Emergency Management
<b>ESF 3</b> Public Works	Public Works Department
<b>ESF 4</b> Firefighting	Fire Districts
<b>ESF 5</b> Information and Planning	Emergency Management
<b>ESF 6</b> Mass Care	Emergency Management American Red Cross
<b>ESF 7</b> Resource Support	Emergency Management
<b>ESF 8</b> Health and Medical	Public Health Department Jefferson County EMS
<b>ESF 9</b> Search and Rescue	Sheriff’s Office
<b>ESF 10</b> Hazardous Materials	Fire Districts
<b>ESF 11</b> Food and Water	Emergency Management
<b>ESF 12</b> Energy	Public Works Department
<b>ESF 13</b> Military Support	Sheriff’s Office
<b>ESF 14</b> Public Information	Emergency Management
<b>ESF 15</b> Volunteers and Donations	Emergency Management
<b>ESF 16</b> Law Enforcement	Sheriff’s Office

Plan Administration

Section/Annex	Responsible Party
<b>ESF 17</b> Agriculture and Animal Protection	Animal Control Sheriff’s Office
<b>ESF 18</b> Business and Industry	Emergency Management
<b>Incident Annexes (IAs)</b>	
<b>IA 1</b> Drought	Public Works Department
<b>IA 2</b> Earthquake	Public Works Department
<b>IA 3</b> Major Fire	Fire Districts
<b>IA 4</b> Flood	Public Works Department
<b>IA 5</b> Severe Weather	Public Works Department
<b>IA 6</b> Volcano	Public Works Department
<b>IA 7</b> Hazardous Materials Incident	Fire Districts
<b>IA 8</b> Public Health Incident	Public Health Department
<b>IA 9</b> Terrorism	Emergency Management
<b>IA 10</b> Transportation Accidents	Sheriff’s Office
<b>IA 11</b> Utility Failure	Public Works Department

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- ESF 2 – Communications
- ESF 3 – Public Works
- ESF 4 – Firefighting
- ESF 5 – Information and Planning
- ESF 6 – Mass Care
- ESF 7 – Resource Support
- ESF 8 – Health and Medical
- ESF 9 – Search and Rescue
- ESF 10 – Hazardous Materials
- ESF 11 – Food and Water
- ESF 12 – Energy
- ESF 13 – Military Support
- ESF 14 – Public Information
- ESF 15 – Volunteers and Donations
- ESF 16 – Law Enforcement
- ESF 17 – Agriculture and Animal Protection
- ESF 18 – Business and Industry

**Incident Annexes**

- IA 1 – Drought
- IA 2 – Earthquake
- IA 3 – Major Fire
- IA 4 – Flood
- IA 5 – Severe Weather
- IA 6 – Volcano
- IA 7 – Hazardous Materials Incident
- IA 8 – Public Health Incident
- IA 9 – Terrorism
- IA 10 – Transportation Accidents
- IA 11 – Utility Failure

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# 1

## Introduction

### 1.1 General

Jefferson County's (County's) emergency management mission is to ensure that the County is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively in the County every day. These "routine" emergencies are managed by emergency responders as part of their day-to-day responsibilities and are the most common emergency management activities that the County encounters. For the most part, this type of emergency is handled by individual responders or a team of responders who work together regularly to save lives, contain threats, and minimize damage. While the principles described in this Emergency Operations Plan (EOP) can also be applied to these daily responses, the plan is primarily designed to offer guidance for larger or more complex incidents related to a broad spectrum of hazards that exceed the response capability and/or resources of front line responders.

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This plan promulgates such a framework within the County that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders to bear on any incident. This EOP provides the foundation and guidance for use of National Incident Management System (NIMS) principles necessary to effectively manage incidents within or affecting the County.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the County will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this possibility, this plan is designed to help the County fulfill its response function to its maximum capacity.

#### 1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against,

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respond to, recover from, and militate against disasters. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

Every person who lives or works in the County (including vulnerable populations) shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the County will assist its citizens in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster. However, a major emergency is likely to damage the County's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens who are prepared to take care of themselves and their families, and to assist neighbors in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

**1.2 Purpose and Scope****1.2.1 Purpose**

The primary purpose of the EOP is to outline the County's all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP the County designates NIMS and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted.

**1.2.2 Scope**

The EOP is implemented whenever the County must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof. This plan is intended to guide the County's emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, County departments and agencies that operate under this plan are expected to develop and keep current lines of succession and standard operating

## 1. Introduction

procedures (SOPs) that describe how emergency tasks will be performed. Training and equipment necessary for response operations should be maintained by County departments and agencies.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand how the County manages emergency operations.

### 1.3 Plan Activation

Once promulgated by the County Board of Commissioners, this EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the County
- Health emergencies in or affecting the County
- Non-routine life-safety issues in or affecting the County

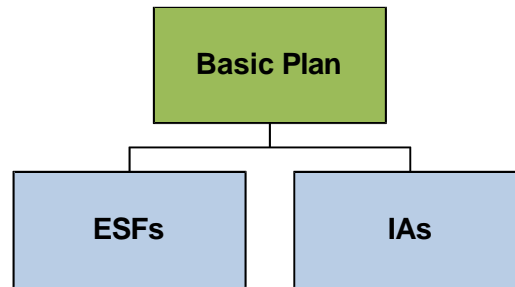
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

### 1.4 Plan Organization

The County EOP is composed of three main elements:

- Basic Plan (with appendices)
- Emergency Support Function Annexes (ESFs)
- Incident Annexes (IAs)

**Figure 1-1 Jefferson County Emergency Operations Plan Organization**



### 1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the County's emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials during an incident. Specifically, the Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Hazards and threats facing the community, including planning assumptions based on the County's response capabilities.
- Roles and responsibilities for elected officials, County departments, and key response partners.
- A concept of operations for the County that describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The County's emergency response structure, including activation and operation of the County EOC and implementation of ICS.
- The County's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

### 1.4.2 Emergency Support Function Annexes

The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting resources and seeking additional support from State of Oregon (State) agencies. The ESFs, which supplement the information in the Basic Plan, are:



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<b>Table 1-1 Emergency Support Functions</b>	
<b>Annex</b>	<b>Function</b>
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works
ESF 4	Firefighting
ESF 5	Information and Planning
ESF 6	Mass Care
ESF 7	Resource Support
ESF 8	Health and Medical
ESF 9	Search and Rescue
ESF 10	Hazardous Materials
ESF 11	Food and Water
ESF 12	Energy
ESF 13	Military Support
ESF 14	Public Information
ESF 15	Volunteers and Donations
ESF 16	Law Enforcement
ESF 17	Agriculture and Animal Protection
ESF 18	Business and Industry

**1.4.3 Incident Annexes**

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the County’s most current Hazard Identification and Vulnerability Assessment. The IAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

<b>Table 1-2 Incident Annexes</b>	
<b>Annex</b>	<b>Hazard</b>
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire

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Table 1-2 Incident Annexes	
Annex	Hazard
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather
IA 6	Volcano
IA 7	Hazardous Materials Incident (Accidental Release)
IA 8	Public Health Incident
IA 9	Terrorism
IA 10	Transportation Accident
IA 11	Utility Failure

## 1.5 Relationship to Other Plans

### 1.5.1 Federal Plans

The following federal plans guide emergency preparedness, response and recovery at the federal level and provide support and guidance for state and local operations:

- **Presidential Policy Directive 8.** Describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation’s security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.

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- **National Response Framework.** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.
- **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted States, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

### 1.5.2 State Plans

The following State plans guide emergency preparedness, response and recovery at the State level and provide support and guidance for local operations:

- **State Emergency Management Plan.** The State Emergency Management Plan consists of four volumes:
  - ***Volume I: Oregon Natural Hazards Mitigation Plan.*** Identifies and prioritizes potential actions throughout Oregon that would reduce the State’s vulnerability to natural hazards. In addition, the plan satisfies the requirements of the Federal Emergency Management Agency (FEMA) to ensure that Oregon is eligible to receive hazard mitigation and disaster assistance funds from the federal government.
  - ***Volume II: State of Oregon Preparedness Plan (in development).*** Includes the plans and guidance necessary for the State to prepare for the effects of a disaster including guidance and requirements for the State’s training and exercise program.
  - ***Volume III: State of Oregon Emergency Operations Plan.*** Establishes the procedures by which the State coordinates response to an emergency including processes for resource requests from local and tribal partners, established roles and responsibilities for State agencies, and procedures for activation and operation of the State Emergency Coordination Center (ECC). The plan identifies 18 ESF annexes which serve as the mechanism for response support to local and tribal partners.

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- **Volume IV: State of Oregon Recovery Plan.** Establishes a State Recovery Organization and describes how the State will coordinate short, intermediate, and long-term recovery activities. The plan identifies seven State Recovery Functions (SRFs) that serve as the delivery mechanism for recovery support local and tribal partners.
- **Cascadia Subduction Zone Catastrophic Operations Plan.** Describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.
- **State Debris Management Plan.** Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.
- **Mount Hood Coordination Plan.** Outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.
- **State Emergency Alert System Plan.** This plan, mandated by the Federal Communications Commission, outlines the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for State broadcasters and cable television operators, and State and local entities authorized to use the EAS, to determine the distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies.

### 1.5.3 County Plans

The County EOP is part of a suite of plans that address various elements of the County's emergency management program. While the EOP is focused on short-term recovery, other plans address the County's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the County EOP, and are outlined below:

- **Multi-Jurisdictional Natural Hazard Mitigation Plan.** The Jefferson County Multi-Jurisdictional Natural Hazard Mitigation Plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Mitigation plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

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- **Public Health Emergency Preparedness Program.** The Jefferson County Public Health Department is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.

### 1.5.4 Community and Support Agency Plans

Similar to the County, cities and other communities within the County have developed plans that address various elements of how that community addresses emergency operations. Additionally, the County is supported by a number of partner agencies, both community- and faith-based organizations and private sector and industry partners. To the greatest extent possible, the County encourages communities and support agencies to design their plans to complement the County EOP, and the County will seek to engage support agencies in the EOP update process to ensure appropriate linkages. Key community and support agency plans are referenced, as appropriate, throughout this plan.

## 1.6 Authorities

### 1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS, Chapter 401, which establishes the authority for the County to establish an EMO and appoint an Emergency Manager who will be responsible for the organization, administration and operation of the EMO. The Jefferson County Sheriff has been designated as the County Emergency Manager per the Jefferson County Code Chapter 8.24- Emergency Services.

The County EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the County EOP.
- Manage and maintain the County EOC from which County officials can coordinate emergency and disaster response activities.
- Establish an Incident Command structure for management of incidents by all local emergency service agencies.

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- Coordinate with County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the Sheriff’s Office has been identified as the lead agency in the EMO. Emergency Manager has overall authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to the Emergency Management Coordinator as appropriate.

The County EMO is consistent with NIMS and procedures supporting NIMS implementation and training for the County will be developed and formalized by the Emergency Manager.

Table 1-4 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

<b>Table 1-4 Legal Authorities</b>	
<b>Federal</b>	
–	Federal Emergency Management Agency (FEMA) Policy
○	Crisis Response and Disaster Resilience 2030 (January 2012)
○	FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
○	FEMA Administrator’s Intent (2015-2019)
○	FEMA Incident Management and Support Keystone (January 2011)
○	FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
○	FEMA Strategic Plan 2011-2014
○	National Disaster Housing Strategy (January 2009)
○	National Disaster Recovery Framework (September 2011)
○	National Incident Management System (December 2008)
○	National Preparedness Goal (September 2011)
○	National Response Framework (January 2008)
–	Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
–	Presidential Policy Directive 8: National Preparedness (2008)
–	Public Law 107-296 The Homeland Security Act of 2002
–	Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
–	Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)

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<b>Table 1-4 Legal Authorities</b>
<b>State of Oregon</b>
<ul style="list-style-type: none"> <li>– Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management</li> <li>– Oregon Revised Statutes (ORS) 279B.080 – Emergency Procurements</li> <li>– ORS 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency</li> <li>– ORS 401 Emergency Management and Services</li> <li>– ORS 402 Emergency Mutual Assistance Agreements</li> <li>– ORS 403 Public Safety Communications System</li> <li>– ORS 404 Search and Rescue</li> <li>– ORS 431 State and Local Administration and Enforcement of Health Laws</li> <li>– ORS 433 Disease and Condition Control; Mass Gatherings; Indoor Air</li> <li>– ORS 476 State Fire Marshal; Protection From Fire Generally</li> <li>– ORS 477 Fire Protection of Forests and Vegetation</li> </ul>
<b>Jefferson County</b>
<ul style="list-style-type: none"> <li>– Jefferson County Code Chapter 8.24, Emergency Services</li> </ul>

**1.6.2 Mutual Aid and Intergovernmental Agreements**

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

*See Appendix E for existing mutual aid agreements.*

Copies of these documents can be accessed through the Emergency Management Coordinator during an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

**1.7 Emergency Powers**

**1.7.1 General**

Based on local ordinances and State statutes, a local declaration by the Board of Commissioners allows for flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations to meet immediate needs.

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- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting its resources.

The County Attorney should review and advise County Officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

**1.7.2 County Disaster Declaration Process**

The County may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing state, or federal disaster assistance. To declare a state of emergency, the Emergency Manager will either call a regular or special meeting of the Board of Commissioners to request a declaration of emergency or immediately declare an emergency in writing.

A declaration by the Board of Commissioners will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within County boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.



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- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. County Council may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If state or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

EOC Command and General Staff have the following responsibilities in the declaration process:

- **EOC Manager:** Present the package to Board of Commissioners.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- **Planning:** Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).
- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

*See Appendix A for sample Declaration of Emergency forms.*

### 1.7.3 State Assistance

The OEM Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. Local government requests will be made by the Emergency Management Coordinator. The State Operations Officer evaluates resource requests based on the goals and priorities established by the OEM Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the County EMO or to the on-scene Incident Commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

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**1.7.4 Federal Assistance**

FEMA provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor.

In the event that the capabilities of the state are not sufficient to meet the requirements as determined by the Governor, federal assistance may be requested. OEM coordinates all requests for federal assistance through the State ECC. FEMA coordinates the Governor’s Presidential request for assistance in accordance with the National Response Framework.

**1.8 Continuity of Government**

**1.8.1 Lines of Succession**

Table 1-5 presents the policy and operational lines of succession during an emergency for the County. Order of succession guidelines for emergency coordination and emergency policy and governance are kept within the vital records packet at the EOC.

<b>Table 1-5 County Lines of Succession</b>	
<b>Emergency Coordination</b>	<b>Emergency Policy and Governance</b>
1. Emergency Manager	1. BOC Chair
2. Emergency Management Coordinator	2. BOC Commissioners (order of succession)
3. Sheriff’s Office (ranking law enforcement officer)	3. Emergency Manager

Each County department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession for each department can be found within each department. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing continuity of operations and government plans to ensure continued delivery of essential functions during an emergency.

**1.8.2 Preservation of Vital Records**

The County has developed a vital records packet for use during emergency events. This packet contains records essential to executing emergency functions including this EOP, emergency operating records essential to the continued function of the County EMO, the current call-down list, a vital records inventory, necessary keys or access codes, a list of primary and alternate facilities, and the County’s COOP plan.

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Each County department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are rights and interests records, systems, and equipment that, if irretrievable, lost, or damaged, would materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

**1.9 Administration and Logistics****1.9.1 Request, Allocation, and Distribution of Resources**

Resource requests and emergency/disaster declarations must be submitted by the County Emergency Manager and/or Emergency Management Coordinator to the Director of OEM according to provisions outlined under ORS Chapter 401.

*See ESF 7 – Resource Support for detailed information regarding available resources and coordination procedures established for the County.*

The executives of the County's incorporated cities are responsible for the direction and control of their communities' resources during emergencies and for requesting additional resources required for emergency operations. In times of declared disasters, all assistance requests will be made through the County Emergency Management Coordinator via the County EOC. The County EMO processes subsequent assistance requests to the state.

**1.9.1.1 Conflagration**

In the case of emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the state during emergency situations.

When, in the judgment of the local fire chiefs or County Fire Defense Board Chief, an emergency is beyond the control of the local fire suppression resources, including primary mutual aid, the Fire Defense Board Chief shall report the conditions of the emergency to the State Fire Marshal Office and/or request mobilization of support for the department/district. After verifying the need for mobilized support, the State Fire Marshal shall, if appropriate, request authorization from the governor to invoke the Emergency Conflagration Act.

The local Fire Chief is responsible for:

- Contacting the Fire Defense Board Chief to request that the Conflagration Act be invoked.
- Participating in incident conference call.

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- Providing local GIS capabilities or maps.
- Working with the Incident Management Team (IMT) to locate a base camp.
- Maintaining communications with the IMT throughout the deployment to assist with emergency management and other local issues.

The Fire Defense Board Chief is responsible for:

- Notifying the State Fire Marshal via OERS.
- Providing the following information to the Oregon State Fire Marshal Duty Officer of Chief Deputy
  - Incident name
  - Contact information
  - Type and location of incident
  - Situation description
  - Confirmation that local and mutual aid resources are depleted.
  - Incident Commander information
  - Weather information
  - What resources are being requested
- Participating in incident conference call.

Requests for conflagration should be made when a significant threat exists. Examples of those are:

- Life threatening situations (firefighter or public safety)
  - Evacuations currently taking place
  - Advisory evacuations
  - Evacuation plans in place
  - Road, highway, or freeway closure
- Real property threatened
  - Number of structures, commercial, and/or residents
  - Number of subdivisions
  - Population affected

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- Historical significant cultural resources
- Natural resources, such as crops, grazing, timber, watershed
- Critical infrastructure, such as major power lines
- High damage potential
  - Long-term or short-term damage potential
  - Plausible impacts on community
  - Fuel type; fire size and growth potential
  - Political situations
  - Severity, extreme behavior, and fuel conditions

*Source: 2013 Fire Service Mobilization Plan*

**1.9.2 Financial Management**

During an emergency, the County is likely to find it necessary to redirect its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Board of Commissioners. If an incident in the County requires major redirection of County fiscal resources, the Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs, declare a state of emergency, and request assistance through the County as necessary. The following general procedures will be carried out:

- The Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs.
- The Board of Commissioners will declare a state of emergency and direct the Emergency Manager to request assistance through the state.
- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the County Administrator (or designee) may act on emergency funding requests. The Board of Commissioners will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Human Resources Department will support procurement issues related to personnel, both

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volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests. During activation of the County EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

**1.9.3 Legal Support and Liability Issues**

Legal support for the County's EMO is provided by Jefferson County Counsel who will assist the EMO in the following activities:

- Advising County Officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress
  - Limit or restrict use of water or other utilities
  - Remove debris from publicly or privately owned property
- Reviewing and advising County Officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising County Officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County government in disaster events.

Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the County and its surrounding areas.

**1.9.4 Reporting and Documentation**

Proper documentation and reporting during an emergency is critical for the County to receive proper reimbursement for emergency expenditures and to

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maintain a historical record of the incident. County staff will maintain thorough and accurate documentation throughout the course of an incident or event.

Incident documentation should include:

- Incident and damage assessment reports
- Incident Command logs
- Cost recovery forms
- Incident critiques and After Action Reports (AARs)

All documentation related to the County's emergency management program will be maintained in accordance with Oregon's public records and meetings law (ORS 192), subject to applicable exemptions such as for "Public Safety Plans," as appropriate.

**1.10 Safety of Employees and Family**

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration, in coordination with the Oregon Health Authority, may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 of the County EOP.

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While all County agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing COOP planning.



# 2

## Situation and Planning Assumptions

### 2.1 Situation

Jefferson County is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the County may be exposed include droughts, floods, wildfires, and winter storms. The threat of a technological and human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

#### 2.1.1 Community Profile

##### 2.1.1.1 Geography

Jefferson County has a diverse climate and geography. The western third of the County receives adequate rainfall to support Douglas fir and ponderosa pine forests. Moving east from Mount Jefferson the elevation drops, and the vegetation turns from forest into Juniper/grass/sagebrush at 3000 feet. The central and eastern parts of Jefferson County are considered high desert, and are characterized by hilly and broken terrain covered in sagebrush and grassland. The central and eastern parts receive significantly less rainfall than the western third of the County. The average annual precipitation for the County is 10.2”.

##### 2.1.1.2 Demographics

Table 2-1 presents an overview of demographic information for Jefferson County.

<b>Table 2-1 Jefferson County Demographic Quick Facts</b>	
<b>People Quick Facts</b>	<b>Estimate</b>
Population, 2014 estimate	22,192
Population, 2013 estimate	21,827
Population, 2010 (April 1) estimates base	21,720
Population, percent change - April 1, 2010 to July 1, 2014	2.2%
Population, percent change - April 1, 2010 to July 1, 2013	0.5%
Population, 2010	21,720
Persons under 5 years, percent, 2013	7.1%
Persons under 18 years, percent, 2013	25.1%
Persons 65 years and over, percent, 2013	17.9%
Female persons, percent, 2013	49.8%
White alone, percent, 2013 (a)	75.8%

## 2. Situation and Assumptions

<b>Table 2-1 Jefferson County Demographic Quick Facts</b>	
<b>People Quick Facts</b>	<b>Estimate</b>
Black or African American alone, percent, 2013 (a)	0.8%
American Indian and Alaska Native alone, percent, 2013 (a)	19.1%
Asian alone, percent, 2013 (a)	0.8%
Native Hawaiian and Other Pacific Islander alone, percent, 2013 (a)	0.2%
Two or More Races, percent, 2013	3.3%
Hispanic or Latino, percent, 2013 (b)	19.9%
White alone, not Hispanic or Latino, percent, 2013	60.2%
Living in same house 1 year & over, percent, 2009-2013	81.9%
Foreign born persons, percent, 2009-2013	7.3%
Language other than English spoken at home, pct age 5+, 2009-2013	17.6%
High school graduate or higher, percent of persons age 25+, 2009-2013	84.7%
Bachelor's degree or higher, percent of persons age 25+, 2009-2013	17.3%
Veterans, 2009-2013	2,020
Mean travel time to work (minutes), workers age 16+, 2009-2013	21.3
Housing units, 2013	9,712
Homeownership rate, 2009-2013	65.4%
Housing units in multi-unit structures, percent, 2009-2013	11.0%
Median value of owner-occupied housing units, 2009-2013	\$165,900
Households, 2009-2013	7,882
Persons per household, 2009-2013	2.62
Per capita money income in past 12 months (2013 dollars), 2009-2013	\$21,593
Median household income, 2009-2013	\$43,373
Persons below poverty level, percent, 2009-2013	19.8%

**2.1.1.3 Economy**

Agriculture is the predominant source of income in the county, with vegetable, grass and flower seeds, garlic, mint and sugar beets cultivated on some 60,000 acres (240 km<sup>2</sup>) of irrigated land. Jefferson County also has vast rangelands and an industrial base related to forest products. The Warm Springs Forest Products Industry, a multi-million dollar complex owned by the Confederated Tribes of Warm Springs — partially located in the northwestern corner of the county — is the single biggest industry. With 300 days of sunshine and a low yearly rainfall, fishing, hunting, camping, boating, water-skiing and rock hunting are major tourist activities.

The major landowners in the county are the Forest Service, which owns 24% of the lands within the county boundaries, and the Warm Springs Reservation, which owns 21%

**2. Situation and Assumptions**

**2.1.1.4 Communities**

The City of Madras is one of the most isolated large communities in Central Oregon, and should an earthquake damage the County’s transportation systems and bridges, connections to the outside world would be limited. The unincorporated community of Crooked River Ranch only has one entrance road, and should it be compromised, could isolated the community from the rest of the county. Residents that have built their homes near canyon walls are also vulnerable to earthquake induced landslides. Another vulnerable community is the unincorporated community of Three Rivers. The community is only accessible by a gravel road through the Deschutes National Forest or over suspension bridges crossing Lake Billy Chinook. Should these roads and bridges become impassible due to an earthquake; the Three Rivers area will likewise be isolated from the rest of the county. Table 2-2 lists the communities in Jefferson County and their census designations.

<b>Table 2-2 Jefferson County Communities</b>	
<b>Community</b>	<b>Designation</b>
Ashwood	Unincorporated Community
Camp Sherman	Census-Designated
Confederated Tribes of Warm Springs	Tribal Nation
Crooked Ranch River	Unincorporated Community
Culver	City
Gateway	Unincorporated Community
Geneva	Unincorporated Community
Kilts	Unincorporated Community
Madras	City and County Seat
Metolius	City

**1.1.5 Transportation**

There are two primary modes of transportation in the County: highways and railroad. There are also many small airports. State Highway 26 runs east-west through the County, and U.S. 97 runs north-south. Highway 97 is the most important north-south corridor east of the Cascades, and it provides a connection between I-84, the major east-west route in Oregon, and northern California. Additionally, the Burlington Northern Santa Fe Railroad (BNSF) connects Jefferson County to Southern California. Rails are sensitive to icing from winter storms that are common in Jefferson County.

Many commercial entities make use of the highways in Jefferson County. Trucks on the section of U.S. 97 between Klamath Falls and Madras transported approximately 10 million tons of freight in 2002. Truck volume averaged between 500 and 1,499 trucks per day for most sections of U.S. 97, while averaging over 3,000 trucks per day outside the larger cities like Madras. U.S. 97 also serves as

## 2. Situation and Assumptions

an important alternative route to I-5. Highways are also heavily utilized by local traffic. Between 1996 and 2005, average daily volume increased by 15% near the Highway 361 Madras – Prineville junction. Additionally, average daily traffic counts increased by 9% on U.S. 26, 10 miles southeast of Warm Springs. Judging from the trends, traffic levels will continue to increase. A large increase of automobiles can place stress on roads, bridges, and infrastructure within the cities, and also in rural areas where there are fewer transit roads.

The condition of bridges in the County is also a factor that affects risk from natural hazards. Most bridges are not seismically retrofitted, which is a particularly important issue because of the County's risk from earthquakes. Impacted bridges can disrupt traffic and exacerbate economic losses because of the inability of industries to transport services and products to clients. Jefferson County has 14 state highway bridges, 12 state highway culverts, 34 county highway bridges, 0 county highway culverts, 3 municipal highway bridges, and 0 municipal highway culverts or historic covered bridges.

**Figure 2-1 Map of Jefferson County**



### 2.1.1.6 Community Events

The Jefferson County Fair Complex hosts a number of public and private events, including the Jefferson County Fair in late July.

2. Situation and Assumptions

2.1.2 Threat/Hazard Identification

The County may be subject to a variety of natural, technological, and human-caused hazards and threats, as described below:

- **Natural Hazards:** Result from acts of nature.
- **Technological Hazards:** Result from accidents or failures of systems and structures.
- **Human-Caused/Adversarial Threats:** Result from intentional actions of an adversary.

Table 2-2 identifies the hazard/threat most likely to impact the City based on the community’s vulnerability and the resulting potential impacts of the hazard or threat.

<b>Table 2-2 Identified Threats/Hazards</b>		
<b>Natural</b> <i>Results from acts of nature.</i>	<b>Technological</b> <i>Results from accidents or failures of systems and structures.</i>	<b>Human-Caused / Adversarial Threats</b> <i>Result from intentional actions of an adversary</i>
<ul style="list-style-type: none"> <li>• Drought</li> <li>• Dust Storm</li> <li>• Earthquake</li> <li>• Fire (wildland-urban interface)</li> <li>• Flood</li> <li>• Landslide/Debris Flow</li> <li>• Windstorm</li> <li>• Winter Storm</li> <li>• Disease Outbreak: Human</li> <li>• Disease Outbreak: Animal</li> </ul>	<ul style="list-style-type: none"> <li>• Dam Failure</li> <li>• Levee Failure</li> <li>• Hazardous Materials Incident</li> <li>• Urban Conflagration</li> <li>• Wide-area Electricity Outage</li> </ul>	<ul style="list-style-type: none"> <li>• Cyber-incident</li> <li>• Multiple Victim Shooting</li> <li>• Riot</li> <li>• Sabotage</li> <li>• Violent Extremism</li> <li>• Bomb Detonations</li> <li>• Terrorist Acts                             <ul style="list-style-type: none"> <li>○ Eco-terrorism</li> <li>○ Bio-terrorism</li> </ul> </li> </ul>

*See the Jefferson County Multi-Jurisdictional Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.*

2.1.2.1 Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the County. These hazards include:

2. Situation and Assumptions

- **Earthquake/Tsunami.** In the event of a catastrophic earthquake occurring of the Oregon coast (including the resultant tsunami), Jefferson County will likely be impacted by evacuees fleeing the hazard zone.
- **Volcano.** Similar to the tsunami hazard, a volcanic eruption in the Mt. Hood area may result in residents traveling through the County to escape its effects.

2.1.3 Hazard Analysis

The Hazard Analysis identifies the relative risk posed to the County by each of the hazards and threats described above, in order to ensure that high priority hazards are addressed in the County’s hazard mitigation planning, emergency response, and recovery procedures. Each natural and technological/human-caused hazard is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion’s severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-3 presents the hazard analysis for Jefferson County. This hazard analysis was last updated in 2008 by the Jefferson County Sheriff’s Office.

Table 2-3 2008 Jefferson County Hazard Analysis Matrix					
Hazard	Rating Criteria with Weight Factors				Total Score
	History <sup>1</sup> (WF=2)	Vulnerability <sup>2</sup> (WF=5)	Max Threat <sup>3</sup> (WF=10)	Probability <sup>4</sup> (WF=7)	
<i>Score for each rating criteria = Rating Factor (High = 8–10 points; Medium = 4–7 points; Low = 1–3 points) x Weight Factor (WF)</i>					
Wildfire	20	50	100	70	240
Drought	20	50	100	70	240
Winter Storm	16	40	80	56	192
HAZMAT	12	30	90	56	188
Flood	16	30	60	56	162
Seismic	2	5	50	7	64

2. Situation and Assumptions

Table 2-3 2008 Jefferson County Hazard Analysis Matrix					
Hazard	Rating Criteria with Weight Factors				Total Score
	History <sup>1</sup> (WF=2)	Vulnerability <sup>2</sup> (WF=5)	Max Threat <sup>3</sup> (WF=10)	Probability <sup>4</sup> (WF=7)	
<p><i>Score for each rating criteria = Rating Factor (High = 8–10 points; Medium = 4–7 points; Low = 1–3 points) x Weight Factor (WF)</i></p>					
<p><b>Notes:</b></p> <ol style="list-style-type: none"> <li>History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; medium = 2–3 events in last 100 years; low = 1 or 0 events in last 100 years.</li> <li>Vulnerability addresses the percentage of population or property likely to be affected by the average occurrence of a hazard. Weight Factor is 5. Rating factors: high = more than 10% affected; medium = 1%–10% affected; low = less than 1% affected.</li> <li>Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; medium = 5%–25% could be affected; low = less than 5% could be affected.</li> <li>Probability addresses the likelihood of a future hazard occurrence within a specified period of time. Weight Factor is 7. Rating factors: high = one incident likely within a 10–35 year period; medium = one incident likely within a 35–70 year period; low = one incident likely within a 75–100 year period.</li> </ol>					

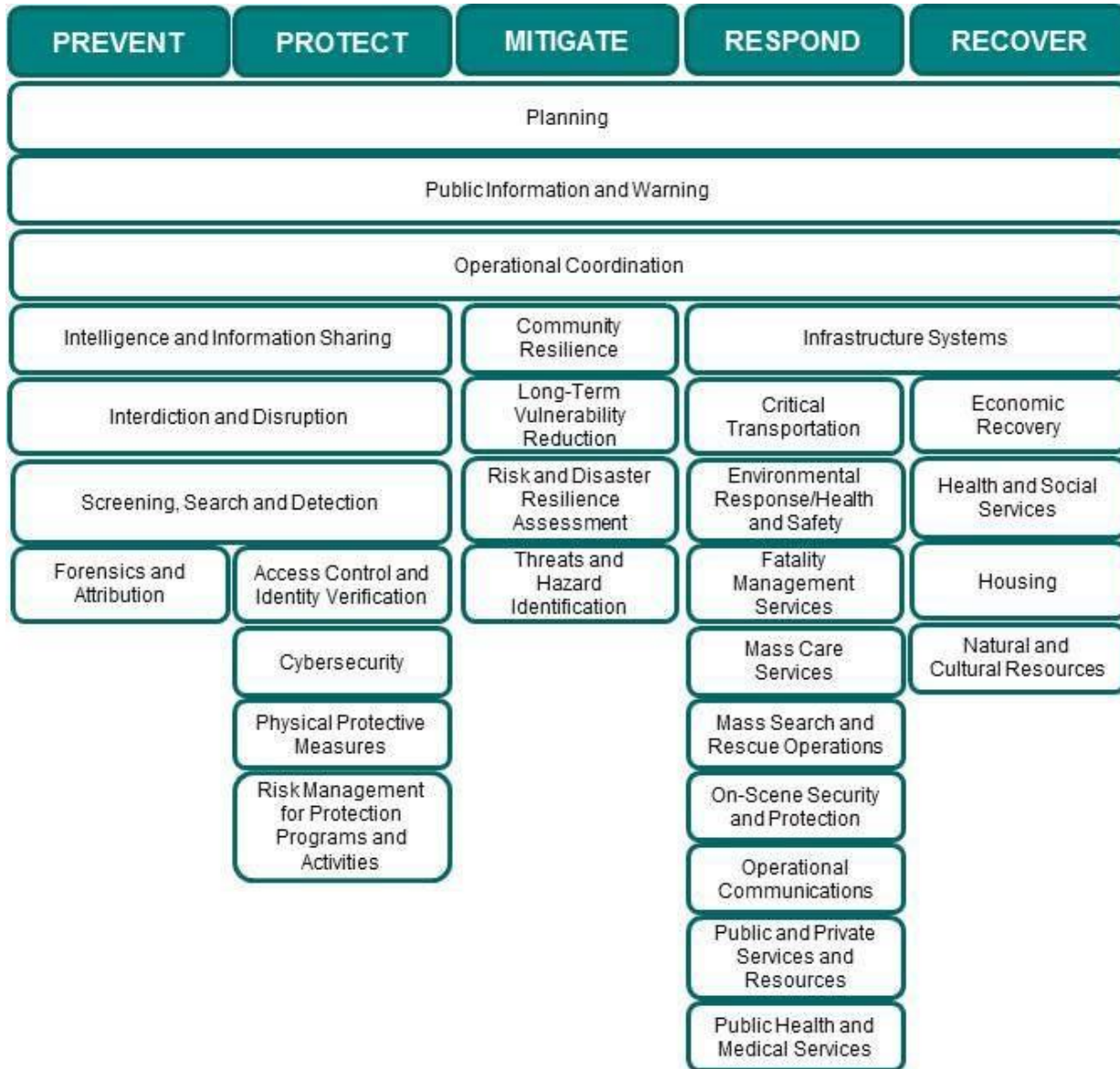
**2.1.4 Capability Assessment**

The availability of the County’s physical and staff resources may limit its capability to conduct short- and long-term response actions on an independent basis. County response capabilities are also limited during periods when essential staff are on vacation, sick, or under furlough due to budgetary constraints.

The County has not defined its core capabilities in accordance with the National Preparedness Goal or undertaken a formal capabilities assessment to date. Should an assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low impact systematic approach to evaluate the County’s emergency plan and capability to respond to hazards.

2. Situation and Assumptions

Figure 2-2 Core Capabilities List



2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that help ensure the security, health, and economic vitality of the County. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation, disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.



## 2. Situation and Assumptions

Key facilities that should be considered in infrastructure protection planning include:

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and administrative offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events
- Communications and cyber systems, assets and networks such as secure County servers and fiber optic communications lines.

### 2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding County agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require state and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.

## 2. Situation and Assumptions

- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a state-declared emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
  - Familiar with established policies and procedures
  - Assigned pre-designated tasks
  - Provided with assembly instructions
  - Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

# 3

## Roles and Responsibilities

### 3.1 General

County agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

The County Emergency Management Coordinator is responsible for the day-to-day emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities; however, the County Sheriff has the designation of 'Emergency Manager' and is ultimately responsible for all emergency management related activities. The mayor or other designated official (pursuant to City charter or ordinance) of each incorporated City is responsible for emergency management planning and operations for that jurisdiction.

Most County departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

### 3.2 Emergency Management Organization

For the purposes of this plan, the County's emergency management structure will be referred to generally as the County EMO. Roles and responsibilities of individual staff and agencies are described throughout this plan to further clarify the County's emergency management structure.

The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other County staff, including, but not limited to the Emergency Management Coordinator. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for County's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the County is divided into two general groups, organized by function—the Executive Group and Emergency Response Agencies.

### 3. Roles and Responsibilities

#### 3.2.1 Executive Group (County Departments)

The Executive Group may include representation from each County department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
  - The jurisdiction, including persons, property, and structures
  - Vulnerable populations, including unaccompanied children and those with service animals
  - Individuals with household pets
- Leading and encouraging all citizens (including vulnerable populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

##### 3.2.1.1 Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of Commissioners. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting state and federal officials. Additionally, the Board of Commissioners will provide elected liaison with the community and other jurisdictions. In the event that a declaration of emergency is needed, the Board of Commissioners will initiate and terminate the state of emergency through a declaration.

General responsibilities of the Board of Commissioners include:

### 3. Roles and Responsibilities

- Establishing emergency management authority by County resolution.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a state of emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

#### 3.2.1.2 County Administrator

The County Administrator is responsible for continuity of government, overall direction of County Administrator emergency operations, and dissemination of public information, including the following tasks:

- Ensuring that all County departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring that plans are in place to protect and preserve County records.

#### 3.2.1.3 Emergency Manager

The County Sheriff has been designated as the County ‘Emergency Manager’. The Emergency Manager has the ultimate authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the County’s emergency plans and activities, including coordinating all aspects of the County’s capabilities. The Emergency Manager oversees all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

- Overseeing the activities of the Emergency Management Coordinator
- Serving as staff advisor to the Board of Commissioners and County Administrator for emergency matters. Activating the County EOC.

### 3. Roles and Responsibilities

- Keeping the governing body apprised of the County's preparedness status and anticipated needs.

#### 3.2.1.4 Emergency Management Coordinator

The County Emergency Manager has delegated a significant portion of the day-to-day routine management of the County's emergency management program to an Emergency Management Coordinator. Under the guidance of the County Emergency Manager, the Emergency Management Coordinator is responsible for:

- Overseeing the planning and general preparedness activities of the government and maintenance of this plan.
- Ensuring the operational capability of the County EOC.
- Serving as day-to-day liaison between the County and OEM.
- Maintaining liaison with organized emergency volunteer groups and private agencies.
- Preparing and maintaining a resource inventory (including call-down lists).
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.

#### 3.2.1.5 County Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. County department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the County Administrator.

#### 3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, the majority of County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All County departments are responsible for:

- Supporting EOC operations to ensure that the County is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession and/or

### 3. Roles and Responsibilities

delegation of authority for each department; this document must be made known to department employees, and a copy must be filed with the County Administrator.

- Developing alert and notification procedures for department personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard SOPs.
- Notifying the Emergency Manager and/or Emergency Management Coordinator of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete required training (including required NIMS and ICS training).
- Dedicating staff time for participation in training exercises.
- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

#### 3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

**3. Roles and Responsibilities****■ Primary County Agencies**

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

**3.2.3.1 Transportation**

*Primary County Agency: Jefferson County Public Works Department*

*Supporting Agencies: Jefferson County Emergency Management, Local School Districts*

*Community Partners: Cascades East Transit, Municipal Public Works Agencies, Local School Districts, Madras Municipal Airport, Oregon Department of Corrections (Deer Ridge Correctional Institute), Oregon Department of Transportation (ODOT)*

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.
- Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of County transportation systems and infrastructure.
- Coordinating support of emergency operations activities among transportation stakeholders within the County's authorities and resources limitations.

*See ESF 1 – Transportation for more details.*



**3. Roles and Responsibilities****3.2.3.2 Communications**

*Primary County Agency: Frontier Regional 9-1-1 Center (alert and warning), Jefferson County Emergency Management (communications systems)*

*Supporting County Agencies: Jefferson County Administration and General Services, Jefferson County Sheriff's Office*

*Community Partners: Area Fire Districts/Departments, ARES/RACES, Crook County Dispatch, Deschutes County 9-1-1 Service District*

**Alert, Warning, and Notification Systems**

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or the PIO.
  - Reverse dialing system
- Receiving and disseminating warning information to the public and key County Officials.

**Technical and Redundant Communications Systems**

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.

Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).  
*See ESF 2 – Communications for more details.*

**3.2.3.3 Public Works**

*Primary County Agency: Jefferson County Public Works Department*

*Supporting County Agencies: Jefferson County Emergency Management, Jefferson County Community Development Department (Building Official), Jefferson County Assessor's Office*

*Community Partners: Municipal Public Works Agencies*

**Infrastructure Repair and Restoration**

Responsibilities related to public works include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.

### 3. Roles and Responsibilities

- Executing emergency contract support for life-saving and life-sustaining services.
- Coordinating repair of damaged public infrastructure and critical facilities.
- Coordinating repair and restoration of the County's critical infrastructure.
- Coordinating disaster debris management activities.

*See ESF 3 – Public Works for more details.*

#### **Damage Assessment**

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the County's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

*See ESF 3- Public Works for more details.*

#### **3.2.3.4 Firefighting**

*Primary Agency: Area Fire Districts/Departments*

*Supporting Agencies: Jefferson County Emergency Management, Jefferson County Sheriff's Office*

*Community Partners: Mutual Aid Partners*

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Performing life-safety inspections and recommendations for activated emergency shelters.

*See ESF 4 – Firefighting for more details.*

### 3. Roles and Responsibilities

#### 3.2.3.5 Information and Planning

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Administration and General Services (GIS)*

*Community Partners: Local Municipalities*

The Emergency Management Coordinator is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. County departments will be requested to designate personnel who can be made available to be trained by Jefferson County Emergency Management to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the County to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.
- Ensuring that EOC personnel operate in accordance with ICS.
- Ensuring accurate record keeping.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

*See Chapter 5 – Command and Control and ESF 5 – Information and Planning for more details.*

#### 3.2.3.6 Mass Care

*Primary Agency: Jefferson County Public Health Department*

*Supporting Agencies: Jefferson County Emergency Management, Jefferson County Fairgrounds*

*Community Partners: American Red Cross, Community and Faith-Based Partners*

The Jefferson County Public Health Department, with support from the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the

### 3. Roles and Responsibilities

affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection. Responsibilities related to mass care include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.
- Maintaining and implementing procedures for the care and shelter of animals in an emergency.
- Coordinating support with other County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

*See ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection for more details.*

**3. Roles and Responsibilities****3.2.3.7 Resource Support**

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Human Resources Department, Jefferson County Public Works Department, Jefferson County Treasurer*

*Community Partners: Oregon Office of Emergency Management*

Responsibilities related to resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to County departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

*See ESF 7 –Resource Support for more details.*

**3.2.3.8 Health and Medical**

*Primary Agency: Jefferson County Public Health (public health), Jefferson County Emergency Medical Services (medical)*

*Supporting Agencies: Jefferson County Emergency Management*

*Community Partners: Area Hospitals and Clinics, Oregon Health Authority HSPR*

**Public Health**

Jefferson County Public Health is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The County Public Health Department Director also serves as the public health representative for the County EMO. Behavioral health services and services for populations with developmental disabilities in Jefferson County are provided through contract with a private treatment services provider.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public

### 3. Roles and Responsibilities

health, medical, and behavioral health services, including making provisions for populations with functional needs.

- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

#### Emergency Medical Services

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.

*See ESF 8 –Health and Medical for more details.*

#### 3.2.3.9 Search and Rescue

**Primary Agencies:** *Jefferson County Sheriff's Office (Missing Persons), Area Fire Districts/Departments (urban/structural, surface water, swift water, and high-angle)*

**Supporting Agencies:** *Jefferson County Emergency Management*

**Community Partners:** *N/A*

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

### 3. Roles and Responsibilities

*See ESF 9 – Search and Rescue for more details.*

#### 3.2.3.10 Hazardous Materials Response

*Primary Agency: Area Fire Districts/Departments*

*Supporting Agencies: Jefferson County Sheriff's Office, Jefferson County Emergency Management*

*Community Partners: Oregon State Fire Marshal Regional Hazardous Materials Team No. 3, Oregon Health Authority, Radiation Protection Services, Mutual Aid Partners*

#### Hazardous Materials Response

Responsibilities related to hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and state agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.

#### Radiological Protection

Support for radiological incidents will be provided through the Oregon Health Authority Radiation Protection Services. Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

*See ESF 10 –Hazardous Materials for more details.*

**3. Roles and Responsibilities****3.2.3.11 Food and Water**

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Public Health Department*

*Community Partners: American Red Cross*

Responsibilities related to food and water includes:

- Assessing of food and water needs for the community.
- Identifying food and water resources.
- Storing of food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to the community.

*See ESF 11 – Food and Water for more details.*

**3.2.3.12 Energy**

*Primary Agency: Jefferson County Public Works*

*Supporting Agencies: Jefferson County Emergency Management*

*Community Partners: Area Utilities*

Responsibilities related to energy include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/ critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

*See ESF 12 – Energy for more details.*



**3. Roles and Responsibilities****3.2.3.13 Military Support**

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Sheriff's Office*

*Community Partners: Oregon Military Department*

Responsibilities related to military support include:

- Working with the Oregon Military Department when it is necessary for them to:
  - Coordinate, employ and control Oregon National Guard forces and military resources in order to assist civil authorities with the protection of life and property, and to maintain peace, order and public safety.
  - Mobilize and stage personnel and equipment to restore/preserve law and order and provide support to other ESFs respectively as directed by the State ECC and within Oregon National Guard capabilities.
  - Coordinate with the active federal military to ensure mutual support during federal disaster relief operations.

*See ESF 13 – Military Support for more information.*

**3.2.3.14 Public Information**

*Primary Agency: Jefferson County Sheriff (designated as Public Information Officer)*

*Supporting Agencies: Jefferson County Emergency Management, Jefferson County Administrator, Jefferson County Board of Commissioners*

*Community Partners: Local Municipalities*

Responsibilities related to public information include:

- Facilitate the County's participation in a Joint Information System including use of a Joint Information Center.
- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.

### 3. Roles and Responsibilities

- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the County and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

*See ESF 14 – Public Information for more details.*

#### **3.2.3.15 Volunteers and Donations**

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Human Resources Department, Jefferson County Public Health Department*

*Community Partners: American Red Cross, Community and Faith-Based Organizations, LINC Madras*

Responsibilities related to volunteer and donations management include:

- Coordinating the identification and vetting of volunteer resources.
- Matching volunteer resources and donations with the unmet needs of the community.
- Maintaining a donations management system to ensure the effective utilization of donated cash, goods, and services.
- Providing guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.
- Directing unaffiliated volunteers to and coordinating with government-sponsored/organized volunteer organizations such as Community Emergency Response Team (CERTs), Red Cross, Fire Corps, and/or Medical Reserve Corps, Volunteers in Police Services, and volunteers associated with the faith-based community in completing their assigned tasks.

*See ESF 15 – Volunteer and Donations Management for more details.*

### 3. Roles and Responsibilities

#### 3.2.3.16 Law Enforcement

*Primary Agency: Jefferson County Sheriff's Office*

*Supporting Agencies: Jefferson County Justice Department*

*Community Partners: Area Law Enforcement Agencies, Area Fire*

*Districts/Departments, Oregon Department of Corrections (Deer Ridge Correctional Institute), United States Forest Service, United States Bureau of Land Management*

#### Law Enforcement Support

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.

#### Evacuation and Population Protection

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
  - Movement control
  - Health and medical requirements
  - Transportation needs
  - Emergency Public Information materials
  - Shelter and reception location (in coordination with ESF 6)
- Developing procedures for sheltering in place.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.

**3. Roles and Responsibilities**

- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with County policy.
- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

*See ESF 16 – Law Enforcement for more information.*

**3.2.3.17 Agriculture and Animal Protection**

*Primary Agency: Jefferson County Animal Control*

*Supporting Agencies: Jefferson County Fairgrounds, Jefferson County Public Health Department*

*Community Partners: Area Farmers and Agribusiness, Area Veterinarians, Redmond Pet Rescue*

Responsibilities related to agriculture and animal protection include:

- Conducting animal and plant disease and pest response.
- Coordinating animal/veterinary/wildlife response during a disaster including:
  - Capturing/rescuing animals that have escaped confinement or been displaced from their natural habitat.
  - Providing emergency care to injured animals.
  - Providing humane care, handling, and sheltering to animals (including service animals, pets, and livestock).
- Protecting the state’s natural resources from the impacts of a disaster.

*See ESF 17 – Agriculture and Animal Protection for more details.*

**3.2.3.18 Business and Industry**

*Primary Agency: Jefferson County Emergency Management*

*Supporting Agencies: Jefferson County Board of Commissioners, Jefferson County Administration and General Services*

*Community Partners: Area Businesses and Industry, Economic Development for Central Oregon (EDCO), Jefferson County Chamber of Commerce*

Responsibilities related to business and industry include:

- Coordinating with business and industry partners to facilitate private sector support to response and recovery operations.

### 3. Roles and Responsibilities

- Identifying short-term recovery assistance to business and industry partners.
- Facilitating communication between business and industry partners and the local, tribal, and state emergency management organizations.
- Providing economic damage assessments for impacted areas.

*See ESF 18 – Business and Industry for more details.*

#### 3.2.3.22 Other Agency Responsibilities

Other County department and agency heads not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the Emergency Manager.

### 3.3 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector. General responsibilities of the County EMO to ensure effective coordination with community partners include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

#### 3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.

### 3. Roles and Responsibilities

- Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

#### 3.3.2 Community and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the County, nongovernmental/faith-based organizations such as the Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental and faith-based organizations in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

#### 3.3.3 Individuals and Households

Although not formally a part of the County's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.

### 3. Roles and Responsibilities

- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

#### 3.4 State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a state-declared emergency. The administrator of OEM is delegated authority by ORS 401.052 to 401.092 to coordinate all activities and organizations for emergency management within the state and to coordinate in emergency matters with other states and the federal government.

Under the direction and control of department heads, agencies of state government represent the state emergency operations organization. Responsibility for conducting ESFs is assigned by the Governor to the department best suited to carry out each function applicable to the emergency situation. Some state agencies may call upon their federal counterparts to provide additional support and resources following established procedures and policies for each agency.

*See the State of Oregon Emergency Operations Plan for details on the state's emergency management organization and detailed roles and responsibilities for state departments.*

#### 3.5 Federal Response Partners

Federal response partners are typically requested by OEM in the event that state resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon EMP and, if necessary, the NRF.

*See the National Response Framework for details on the federal government's emergency management organization and detailed roles and responsibilities for federal departments.*

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																		
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
	<b>County</b>																	
Administration and General Services					S									S				S
Animal Control																		P
Assessor’s Office			S															
Board of Commissioners														S				S
Community Development Department			S															
County Administrator														S				
Emergency Management	S	P	S	S	P	S	P	S	S	S	P	S	S	S	P			P
Fairgrounds						S												S
Human Resources Department							S								S			
Justice Department																S		
Public Health Department						P		P			S				S			
Public Works Department			P				S					P						S
Sheriff’s Office	P	S		S	S				P	S			P	P		P		
Treasurer							S											
<b>Special Districts</b>																		
Fire Districts/Departments		S		P	S			S	P	P								
Frontier Regional 9-1-1 Center		P																
Jefferson County EMS								P										
<b>Private/Non-Profit Organizations</b>																		
ARES/RACES		S																
American Red Cross						S					S				S			
Economic Development of Central Oregon																		S



3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Chamber of Commerce																		S
<b>State of Oregon</b>																		
Business Oregon																		S
Department of Administrative Services		S					S											
Department of Agriculture										S							S	
Department of Energy											S							
Department of Environmental Quality										S		S						
Department of Forestry				S														
Department of Human Services						S												
Department of Justice																S		
Department of Transportation	S	S	S															
Office of Emergency Management					S				S					S	S			
Office of the State Fire Marshal				S					S	S								
Oregon Health Authority								S			S							
Oregon Military Department													S					
Oregon State Police		S														S		
Public Utility Commission												S						
<b>Federal</b>																		
Department of Agriculture				S														S
Department of Defense			S						S					S				
Department of Energy												S						
Department of Health and Human Services								S										
Department of Homeland Security		S	S		S	S	S		S	S				S				

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
<b>Key:</b> P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Department of Interior									S								S	
Department of Justice																S		
Department of Transportation	S																	
Environmental Protection Agency										S								
General Services Administration							S											
Small Business Administration																		S

# 4

## Concept of Operations

### 4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the County and emergency response personnel.

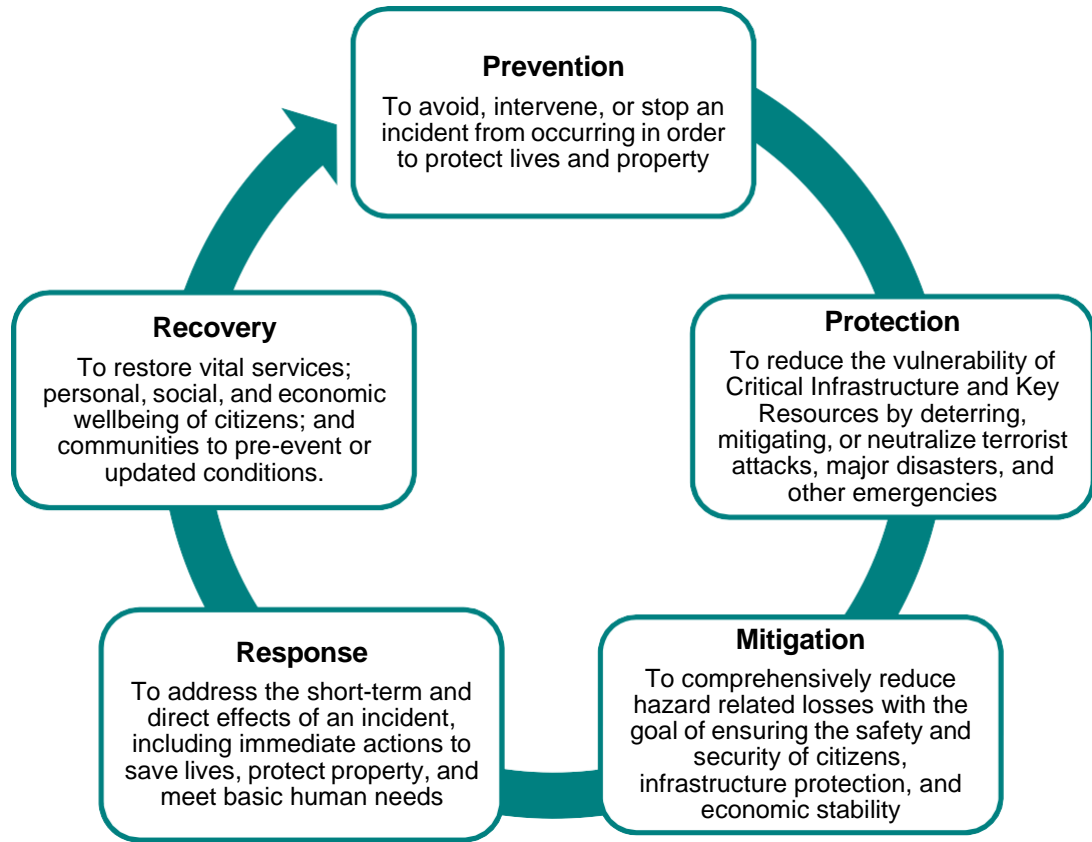
The County is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the County or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where County resources are limited and/or have been expended.

### 4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is based on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. The focus of this EOP is response and short-term recovery actions. Nevertheless, this plan impacts and is informed by activities conducted before and after emergency operations take place and is designed to assist the County in the following five mission areas.

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Figure 4-1 Emergency Management Mission Areas



### 4.3 Response and Recovery Priorities

#### 4.3.1 Response

Response activities within the County are undertaken immediately after an incident. The County’s response priorities are defined below:

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to CIKR and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

#### 4.3.2 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take

## 4. Concept of Operations

place concurrently until the life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or “new normal” conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The County’s recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment:** Determine structure impacts to the County.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

### 4.4 Incident Levels

Incident levels assist local, county, and state response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations within the County will not always fit neatly into these levels, and any incident has the potential to intensify or expand to a higher level. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

#### 4.4.1 Level 1

A Level 1 incident is a minor and localized incident that is quickly resolved within existing County resources or limited outside help. A Level 1 incident has little or no impact on personnel or normal operations outside the locally affected area. Level 1 incidents do not require activation of this EOP or the EOC. Impacted emergency response personnel coordinate directly with their individual departments and each other to resolve the incident.

Examples of Level 1 incidents include small chemical spill, small fire, limited duration power failure, and normal fire and police response requests.

#### 4.4.2 Level 2

A Level 2 incident is a major event or threat that requires response by more than one department/response agency due to special or unusual characteristics, or is beyond the scope of available local resources. Level 2 incidents may require partial implementation of this EOP and the EOC.

Examples of Level 2 incidents include large or multiple structure fires, structural collapse, significant hazardous materials release, extended power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect County response agencies or operations.

4. Concept of Operations

4.4.3 Level 3

A Level 3 incident is a major disaster or imminent threat involving the coordinated response of local, regional, state, and federal resources to save lives and protect the property of a large portion of the population. The effects of the emergency are wide-ranging and complex and may require the sheltering or relocation of the affected population. Under such conditions, this EOP will be implemented and the EOC will be activated.

Examples of Level 3 incidents include major explosion, major hazardous materials release, major earthquake, or a terrorism incident.

4.4.4 NIMS Incident Levels

While the County uses incident levels that are consistent with the county and state EOPs, incident types at the federal level are based on the five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the County and requiring national response resources (source: U.S. Fire Administration).

During an incident,

- Where federal agencies are involved in response and recovery operations (Type 3), or
- Where national resources are impacted (such as waters of the U.S.), requiring response from federal agencies

Incident levels identified in this EOP will transition to the NIMS incident levels. Refer to Table 4-2 for further information on NIMS incident levels.

<b>Table 4-2 NIMS Incident Levels</b>	
<b>Type 5</b>	<ul style="list-style-type: none"> <li>■ The incident can be handled with one or two single resources with up to six personnel.</li> <li>■ Command and General Staff positions (other than the Incident Commander) are not activated.</li> <li>■ No written Incident Action Plan (IAP) is required.</li> <li>■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>■ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>

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<b>Table 4-2 NIMS Incident Levels</b>	
<b>Type 4</b>	<ul style="list-style-type: none"> <li>■ Command and General Staff functions are activated only if needed.</li> <li>■ Several resources are required to mitigate the incident.</li> <li>■ The incident is usually limited to one operational period in the control phase.</li> <li>■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>■ The agency administrator develops operational plans, including objectives and priorities.</li> </ul>
<b>Type 3</b>	<ul style="list-style-type: none"> <li>■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.</li> <li>■ The incident may extend into multiple operational periods.</li> <li>■ A written IAP may be required for each operational period.</li> </ul>
<b>Type 2</b>	<ul style="list-style-type: none"> <li>■ The incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the Operations, Command, and General Staffing.</li> <li>■ Most or all of the Command and General Staff positions are filled.</li> <li>■ A written IAP is required for each operational period.</li> <li>■ Many of the functional units are needed and staffed.</li> <li>■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only).</li> <li>■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.</li> </ul>

4. Concept of Operations

Table 4-2 NIMS Incident Levels	
Type 1	<ul style="list-style-type: none"> <li>■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>■ All Command and General Staff positions are activated.</li> <li>■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000.</li> <li>■ Branches need to be established.</li> <li>■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ Use of resource advisors at the incident base is recommended.</li> <li>■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises, and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the Emergency Manager and/ Emergency Management Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, the Emergency Manager and/or Emergency Management Coordinator may partially or fully activate and staff the County EOC based on an emergency’s type, size, severity, and anticipated duration. An emergency declaration is not required in order to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved County emergency services will implement their respective plans and procedures, and provide the Emergency Management Coordinator with the following information:

- Operational status
- Readiness and availability of resources
- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.)
- Significant concerns and issues dealing with potential or actual loss of life or property

Refer to the immediate actions checklist for further information on initial actions to be taken by the Emergency Manager (or designee) upon implementation of all or part of this EOP.



**4. Concept of Operations****4.5.2 Alert and Warning**

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager and/ Emergency Management Coordinator and the 911 Dispatch Center. County response personnel will communicate and receive notifications using traditional communications technology such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate. *See ESF 2 - Communications for more details.*

**4.5.3 Communications**

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety, and will be used by all County personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and County staff, as well as personnel from neighboring jurisdictions or state to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the County, a public warning and broadcast system has been established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster.

*See ESF 2 – Communications for detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.*

**4.5.3.1 Interoperability**

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

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### 4.5.4 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and provide the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies and intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as collection of severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the County, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Jefferson County Sheriff's Office will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC). During a terrorist incident, the OTFC will support situational awareness and intelligence gathering functions.

### 4.5.5 Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all County resources. In a situation where resource allocations are in dispute, the Jefferson County Administrator has the final allocation authority. County resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:
  1. Protection of life
  2. Protection of responding resources

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3. Protection of public facilities
  4. Protection of private property
- Distribute resources so that the most benefit is provided for the amount of resources expended.
  - Coordinate citizen appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.
  - Activate mutual aid agreements as necessary to supplement local resources.
  - When all local resources are committed or expended, issue a request to the County for state, and federal resources through an emergency declaration.

**4.5.5.1 Resource Typing**

The Jefferson County Fire District utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. County response personnel and support staff are trained and exercise using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

**4.5.5.2 Credentialing of Personnel**

At this time, the County has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from OEM and provide for documenting personnel and authenticating and verifying their qualifications.

**4.5.5.3 Volunteer and Donations Management**

At this time, the County does not have a formal volunteer and donations management program in place. Should one be developed, the program will work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents. Technical assistance for implementing NIMS/ICS volunteer and donations management procedures is available from OEM.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Emergency Management Coordinator will coordinate and manage volunteer services and donated goods through the County EOC, with support from the Red Cross, LINC Madras, and other volunteer organizations.

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Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards.

### 4.5.6 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

Examples of individuals who have access and functional needs include, but are not limited to:

- Individuals who are deaf or hard of hearing
- Individuals with limited English proficiency
- Children and the elderly
- Individuals without vehicles
- Individuals with special dietary needs
- Individuals who experience physical disabilities

Persons with access and functional needs within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the County Emergency Management Coordinator will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

### 4.5.7 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the County and, whenever possible, the County will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children.

Individuals with children have the primary responsibility for minimizing the impact of disasters to themselves and their children through personal preparedness activities. To the greatest extent possible, the Emergency Management Coordinator will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

## 4. Concept of Operations

### 4.5.8 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by people affected by disasters. Preparing for the care of animals during a disaster is the responsibility of owners. However, the County may coordinate with Redmond Pet Rescue, local animal owners, veterinarians, and animal advocacy groups and charities sponsored by private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through OEM.

### 4.5.9 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for emergency coordination to agencies involved with short- and long-term recovery operations.

The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times.
- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Manager.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Manager.
- Repair and maintenance of equipment, if necessary.

The County Administrator, with advice from EOC Manager and/or on-scene Incident Commander, will determine when a state of emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

### 4.5.10 Transition to Recovery

Once the immediate response phase has been completed, the County will turn towards recovery to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the County.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the County can concentrate on long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

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#### 4. Concept of Operations

During the recovery period, the County will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes to identify deficiencies and take corrective actions. Resources to restore or upgrade damaged areas may be available if the County demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

# 5

## Command and Control

### 5.1 General

The ultimate responsibility for command and control of County departments and resources lies with the County Administrator, however, the Emergency Manager will maintain direction and control of the County EMO, unless otherwise delegated. County emergency operations, both on-scene and in the County EOC, will be conducted in a manner consistent with NIMS, including use of ICS.

During a County-declared disaster, control is not relinquished to state authority but remains at the local level for the duration of the event

### 5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Public Works Department, Sheriff's Office, and/or Fire District), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the Emergency Manager and request activation of the County EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with county and state leads.

### 5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County may activate the EOC and assign an EOC Manager. The EOC and EOC Manager support on-scene operations and coordinate County resources. The request will be submitted to the Emergency Manager, who will determine whether to activate the County EOC and will assume, or designate, the role of EOC Manager. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the County EOC to serve as part of the Unified Command or Multi-Agency Coordination Group, ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will

## 5. Command and Control

be requested and used as an adjunct to existing County services, and then only when a situation threatens to expand beyond the County's response capabilities.

Upon activation of the County EOC, the EOC Manager is empowered to assume executive control over all departments, divisions, and offices of the County during a state of emergency. If appropriate, the on-scene Incident Commander or EOC Manager may request that the Board of Commissioners declare a state of emergency.

### 5.4 Emergency Operations Center

The EOC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel, and may also serve as a Multi-Agency Coordination Center, if needed. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the County seat of government for the duration of the crisis.

#### 5.4.1 Emergency Operations Center Activation

During emergency operations, and upon activation of the EOC, EOC staff will assemble and exercise direction and control, as outlined below.

- The EOC will be activated by the Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.
- The EOC Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, state, and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.



5. Command and Control

- The EOC may, as appropriate, operate on a 24-hour basis.
- The Emergency Manager will immediately notify the County Administrator upon activation of the County EOC. Periodic updates will be issued to the County for the duration of County EOC activation.

*See Appendix D- Incident Action Planning Cycle for more information on the activities that go on during an operational period and the development of an Incident Action Plan.*

**5.4.2 Emergency Operations Center Location**

The **primary location** for the County EOC is:

Primary Emergency Operations Center Location:

Jefferson County Sheriff’s Office  
675 N.W. Cherry Ln  
Madras, OR 97741

**Figure 5-1 Primary EOC Location**



If necessary, the **alternate location** for the County EOC is:

Alternate Emergency Operations Center Location:

Jefferson County Fire Dept.  
765 S. 5<sup>th</sup> Street  
Madras, OR 97741

## 5. Command and Control

Figure 5-2 Alternate EOC Location



The location of the EOC can change, as required by the needs of the incident. Coordination and control for County emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Manager will designate an alternate facility.

#### 5.4.3 Emergency Operations Center Staffing

Depending on the incident type, County departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain County EOC, the County may request support from the state.

County departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

Due to limited personnel and resources available in the County, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency.

#### 5.4.4 Emergency Operations Center Action Plan

Incident action planning is an essential element of effective EOC operations. Incident action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response coordinating, supporting, or recovery efforts.

## 5. Command and Control

- Plans that document the priorities and objectives, and the tasks and personnel assignments, associated with meeting the objectives.

The action planning process should involve the EOC Manager and General Staff, along with other EOC elements, special district representatives, and other agency representatives, as needed. The Planning Section is normally responsible for development of the Incident Action Plan (IAP) and for facilitation of action planning meetings.

IAPs are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The IAP need not be complex but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

*See Appendix D for additional information on the incident action planning cycle.*

### 5.4.5 Access and Security

During an emergency, access to the County EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present.

### 5.4.6 Incident Management Software

The County utilizes Ops Center incident management software to help gather, analyze, and disseminate information in the County EOC. The County Emergency Management Coordinator is responsible for training EOC staff on the use of software, and a User's Manual is maintained in the County EOC. Technical support can be accessed through the Oregon Office of Emergency Management.

### 5.4.7 Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the on-scene Incident Commander, EOC Manager, and County Administrator.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the County EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring the County Administrator and staff to manage recovery operations as part of their daily responsibilities.

## 5. Command and Control

The County Emergency Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (*see activation procedures in Section 5.4.1*) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager and/or Emergency Management Coordinator

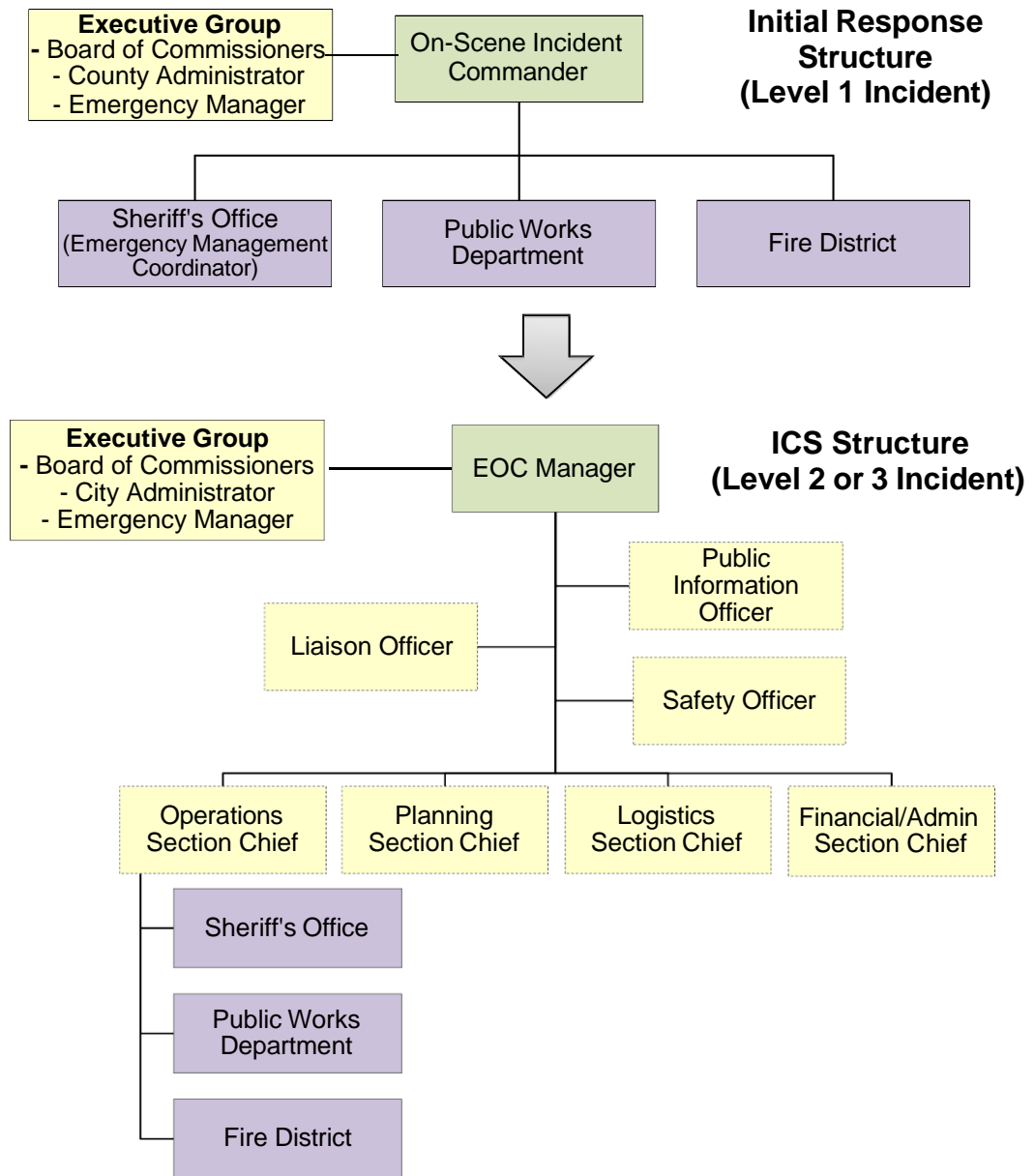
### 5.5 Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The County will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-1).

The County ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The County ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The County has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan, however; this document does not perform the full function of an EOC manual.

5. Command and Control

Figure 5-1 Example of a Scalable Command Structure for the County



5.5.1 Emergency Operations Center Manager

The EOC Manager is responsible for operation of the EOC when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Manager is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.

**5. Command and Control**

- Coordinating activities supporting in support of emergency operations.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may change to meet the needs of the incident.

**5.5.2 Emergency Operations Center Command Staff****5.5.2.1 Safety Officer**

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

**5.5.2.2 Public Information Officer**

The PIO will coordinate and manage the County's public information network, including local, regional, and state agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a JIC.

## 5. Command and Control

- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

### 5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for County staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the County EOC, as well as at EOCs of the County and neighboring jurisdictions.

## 5.5.3 Emergency Operations Center General Staff

### 5.5.3.1 Operations Section Chief

The Operations Section Chief position is typically filled by the lead agency managing response activities for a specific type of incident. The Operations Section is organized into functional units representing agencies involved in tactical operations. The following agencies and organizations are typically included in the Operations Section:

- **Fire Services** - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.

**5. Command and Control**

- **Public Works** - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:
  - Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need.
  - Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP.
  - Managing field response activities
  - Directing implementation of unit operational plans
  - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

**5.5.3.2 Planning Section Chief**

The Planning Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting and evaluating information, and distributing incident information through status summaries.
  - For terrorist incidents, liaise with the OTFC.
- Maintaining resource status.
- Preparing and disseminating the IAP including developing alternatives for tactical operations
- Conducting planning meetings.

**5.5.3.3 Logistics Section Chief**

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:



**5. Command and Control**

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.
- Assisting with development and preparation of the IAP.

**5.5.3.4 Finance/Administration**

The Finance/Administration Section is activated for large-scale or incidents that require emergency funding or use of specialized services and equipment that are not within the County's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. Conversely, during some incidents, responding agencies may not require outside assistance, or relatively minor finance or administrative operations are otherwise required. In these instances, the Finance/Administration section can be staffed by a technical specialist in the Planning Section. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

**5.5.4 Unified Command**

Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction to an incident through a common set of incident objectives and strategies and a single Incident Action Plan. Each participating agency maintains its individual authority, responsibility, and accountability.

Table 5-1 presents a comparison of a single Incident Commander and Unified Command.

5. Command and Control

<b>Table 5-1 Comparison of Single Incident Commander and Unified Commander</b>	
<b>Single Incident Commander</b>	<b>Unified Command</b>
<p>The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies.</p> <p>The Incident Commander is directly responsible for ensuring that all functional areas activities are directed toward accomplishment of the strategy.</p>	<p>The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.</p>

Source: ICS-300: Intermediate ICS for Expanding Incident Student Manual.

**5.5.5 Area Command**

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involves multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control, and does not have operational responsibilities. If activated, the Area Command:

- Sets overall incident-related priorities:
  - De-conflicts incident management objectives with other ICS organizations and established policies.
  - Allocates critical resources according to incident-related priorities.
  - Identifies critical resource needs and reports them to the EOCs.
- Conducts oversight:
  - Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
  - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

**5.5.6 Multi-Agency Coordination**

A Multi-Agency Coordination (MAC) Group is a multi-disciplinary, and in some cases multi-jurisdictional, decision-making group. Membership of the MAC Group would be based on incident characteristics and is subject to change as the situation evolves.

**5. Command and Control**

A MAC Group is responsible for the following activities:

- Prioritizing multi-agency/multi-jurisdictional incidents using situation status reports.
- Allocating only scarce resources based on prioritized incidents.
- Recommending multi-jurisdictional policy.
- Resolving common issues.
- Communicating MAC decisions to local EOCs.

It is important to note that the MAC Groups do not exercise command authority or assume control of local operations and will not direct resources or serve as an ordering point. A MAC Group serves as a vehicle for consensus-based decision-making during an event that impacts multiple agencies and/or jurisdictions.

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# 6

## Plan Development, Maintenance and Implementation

### 6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with state requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the County Emergency Management Coordinator and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

- Verify contact information.
- Review the status of resources noted in the plan.
- Evaluate the procedures outlined in the plan to ensure their continued viability.

In addition, lead agencies will review the annexes and appendices assigned to their respective departments.

#### **Recommended changes should be forwarded to:**

Emergency Management Coordinator  
Jefferson County Sheriff's Office  
675 N.W. Cherry Ln  
Madras, OR 97741

### 6.2 Training Program

To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

The County Emergency Management Coordinator coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

### 6. Plan Development, Maintenance and Implementation

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County (see minimum training requirements in Table 6-1). The Emergency Management Coordinator maintains records and lists of training received by County personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- EMS personnel
- Firefighters
- Law enforcement personnel
- Public works/utility personnel
- Skilled support personnel
- Other emergency management response personnel
- Support/volunteer personnel at all levels

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100b IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100b, -200a IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100b, -200a, -300 IS-700a
Management capacity in an Area Command situation or EOC	ICS-100b, -200a, -300, -400 IS-700a, -701a
PIOs	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701a
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
<i>Additional information about training requirements can be found on the OEM website at <a href="http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf">http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf</a>. Independent study courses can be found at <a href="http://training.fema.gov/IS/crslst.asp">http://training.fema.gov/IS/crslst.asp</a>.</i>	

### 6.3 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County will coordinate with agencies; organizations (nonprofit, for

## 6. Plan Development, Maintenance and Implementation

profit, and volunteer); neighboring jurisdictions; and state and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

The Emergency Management Coordinator will work with County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

### 6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Manager and/or Emergency Management Coordinator will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager and/or Emergency Management Coordinator will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the County’s readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stories and lessons learned should be submitted to the Lessons Learned Information Sharing website ([www.llis.gov](http://www.llis.gov)). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County’s EMO.

### 6.5 Community Outreach and Preparedness Education

The County will educate the public about threats, disasters, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the County’s overall readiness.

Information about the County’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County’s website.

### 6.6 Funding and Sustainment

It is a priority of the County to fund and maintain an EMO that ensures the County’s ability to respond to and recover from disasters. The Emergency Manager will work with the County Administrator, Board of Commissioners and community stakeholders to:

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## 6. Plan Development, Maintenance and Implementation

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and state partners to maximize use of scarce resources.





# **Sample Disaster Declaration Forms**

Appendix A. Declaration of State of Emergency

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Appendix A. Declaration of State of Emergency

**DECLARATION OF STATE OF EMERGENCY**

BEFORE THE BOARD OF COMMISSIONERS  
FOR JEFFERSON COUNTY, OREGON

In the Matter of Declaring )  
A State of Emergency within )  
Jefferson County )

**RESOLUTION**

This matter came before the **BOARD OF COMMISSIONERS** at an emergency meeting on **month, day, year**, involving an emergency situation created by **incident type** which is threatening life and property; and

WHEREAS, **month, day, year; military time of occurrence, and description of the emergency incident**; and

WHEREAS, **specific geographic boundaries of event**; and

WHEREAS, **deaths, injuries, and population at risk**; and

WHEREAS, the following conditions, **current conditions** exist in the impact area; and

WHEREAS, the initial estimate of the damage and impacts is, **initial estimate of the damage and impacts**; and

WHEREAS, the county **EOC** has been implemented and the following actions have been taken and resources have been committed by the County, **what actions have been implemented and resources committed by the County**; and

BE IT RESOLVED that the BOARD OF COMMISSIONERS, under the emergency powers granted by ORS 401.305, declares that a State of Emergency exists within Jefferson County due to the fact that local resources have been exhausted. Further, the County’s Emergency Manager is hereby directed to take all necessary steps authorized by law to secure the persons and property of the citizens of County. State assistance is requested immediately and includes the following:

Appendix A. Declaration of State of Emergency

- *assistance needed from the State*
- *assistance needed from the State*
- *assistance needed from the State*

Dated at **Madras**, Oregon, this \_\_\_\_\_ day of \_\_\_\_\_

**COUNTY BOARD OF COMMISSIONERS**

\_\_\_\_\_  
Commission Chair

\_\_\_\_\_  
Commissioner

\_\_\_\_\_  
Commissioner

Appendix A. Declaration of State of Emergency

**DECLARATION OF EMERGENCY**

BEFORE THE CITY COUNCIL  
FOR THE COUNTY OF JEFFERSON **COUNTY**, OREGON

To: ***name and title,***  
Jefferson **County** Emergency Management

From: ***name and title,***  
**County,** Oregon

At ***military time*** on ***month, day, year,*** a/an ***description of emergency incident or event type*** occurred in the **County** within the geographic boundaries of ***geographic boundaries*** threatening life and property. The current situation and conditions are:

Deaths: ***number of deaths***

Injuries: ***number of injuries***

Population at risk: ***number of population at risk***

The current emergency conditions or threats are: ***conditions or threats.***

An initial estimate of the damage and impacts is: ***initial estimate.***

The following assistance is being requested: ***specific information about the assistance being requested***

Actions that have been taken and resources that have been committed by the **County**: ***the current actions taken and resources that have been committed by the City.***

*I do hereby declare that a State of Emergency now exists in the **County** and that the **County** has expended or will shortly expend its necessary and available resources. I respectfully request that **County** provide assistance, consider the **County** an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from State agencies and/or the federal government.*

Signed: \_\_\_\_\_

Title: \_\_\_\_\_ Date & Time: \_\_\_\_\_

**Appendix A. Declaration of State of Emergency**

*This request may be passed to the County via radio, telephone, or fax. The original signed document must be sent to Jefferson County Emergency Management, with a copy placed in the final incident package.*

# B

## Incident Command System Forms

Appendix B. Incident Command System Forms

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## Appendix B. Incident Command System Forms

**Index of Incident Command System (ICS) Forms**

The following ICS forms are included in this appendix.

<b>ICS Form No.</b>	<b>Form Title</b>
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-in List
ICS Form 213	General Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 219	Resource Status Card (T-Card)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 225	Incident Personnel Performance Rating

Appendix B. Incident Command System Forms

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# C

## **Emergency Operations Center Position Checklists**

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Appendix C. Emergency Operations Center Position Checklists

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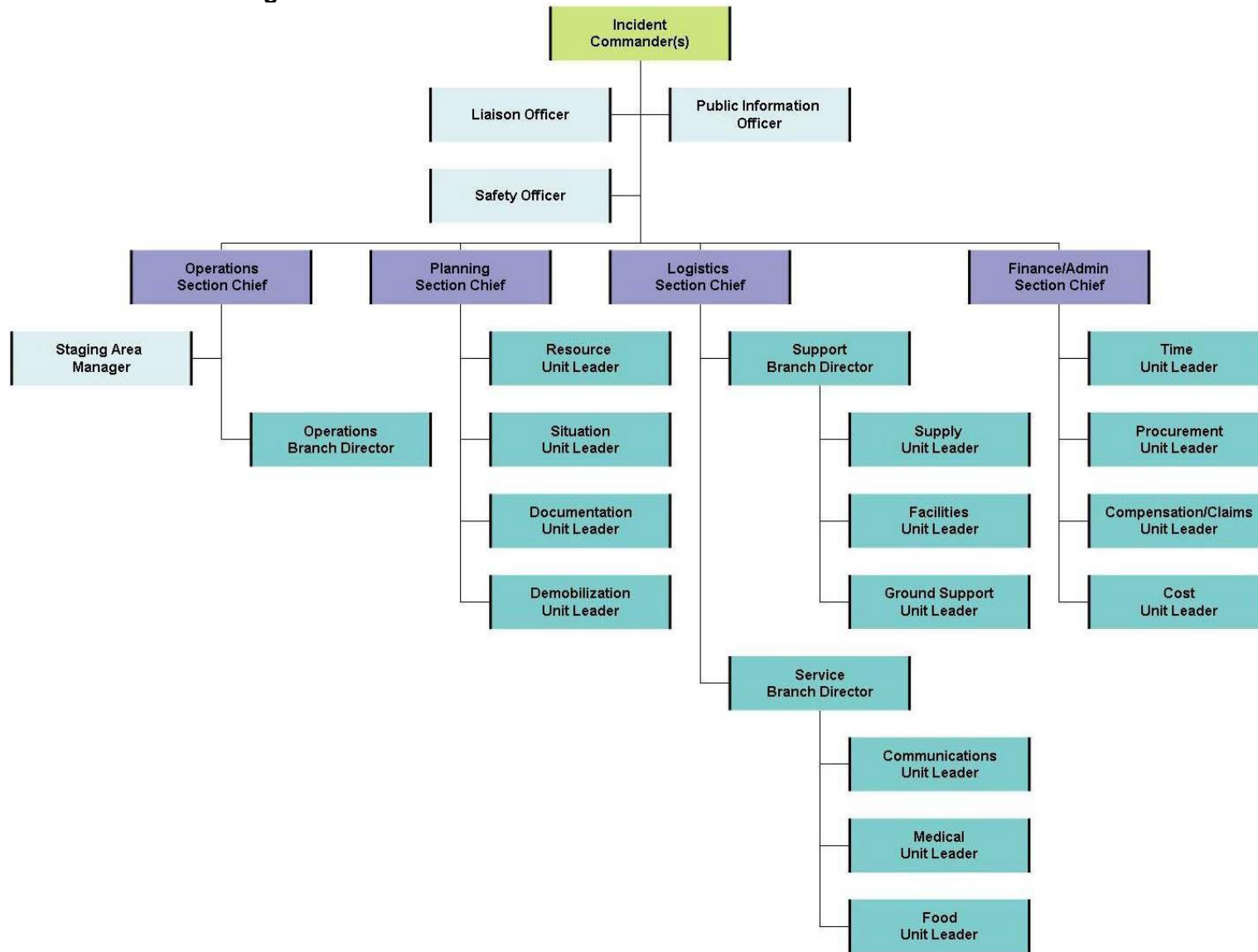
**Appendix C. Emergency Operations Center Position Checklists****Index of EOC Position Checklists**

The following checklists are included in this appendix.

1. Air Operations Branch Director
2. Communication Unit Leader
3. Compensation/Claims Unit Leader
4. Cost Unit Leader
5. Demobilization Unit Leader
6. Division-Group Supervisor
7. Documentation Unit Leader
8. Facilities Unit Leader
9. Finance – Administration Section Chief
10. Food Unit Leader
11. Ground Support Unit Leader
12. Incident Commander
13. Liaison Officer
14. Logistics Section Chief
15. Medical Unit Leader
16. Operations Branch Director
17. Operations Section Chief
18. Planning Section Chief
19. Procurement Unit Leader
20. Public Information Officer
21. Resources Unit Leader
22. Safety Officer
23. Service Branch Director
24. Situation Unit Leader
25. Staging Area Manager
26. Strike Team-Task Force Leader
27. Supply Unit Leader
28. Support Branch Director
29. Technical Specialist
30. Time Unit Leader

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



# D

## Incident Action Planning Cycle

Appendix D. Incident Action Planning Cycle

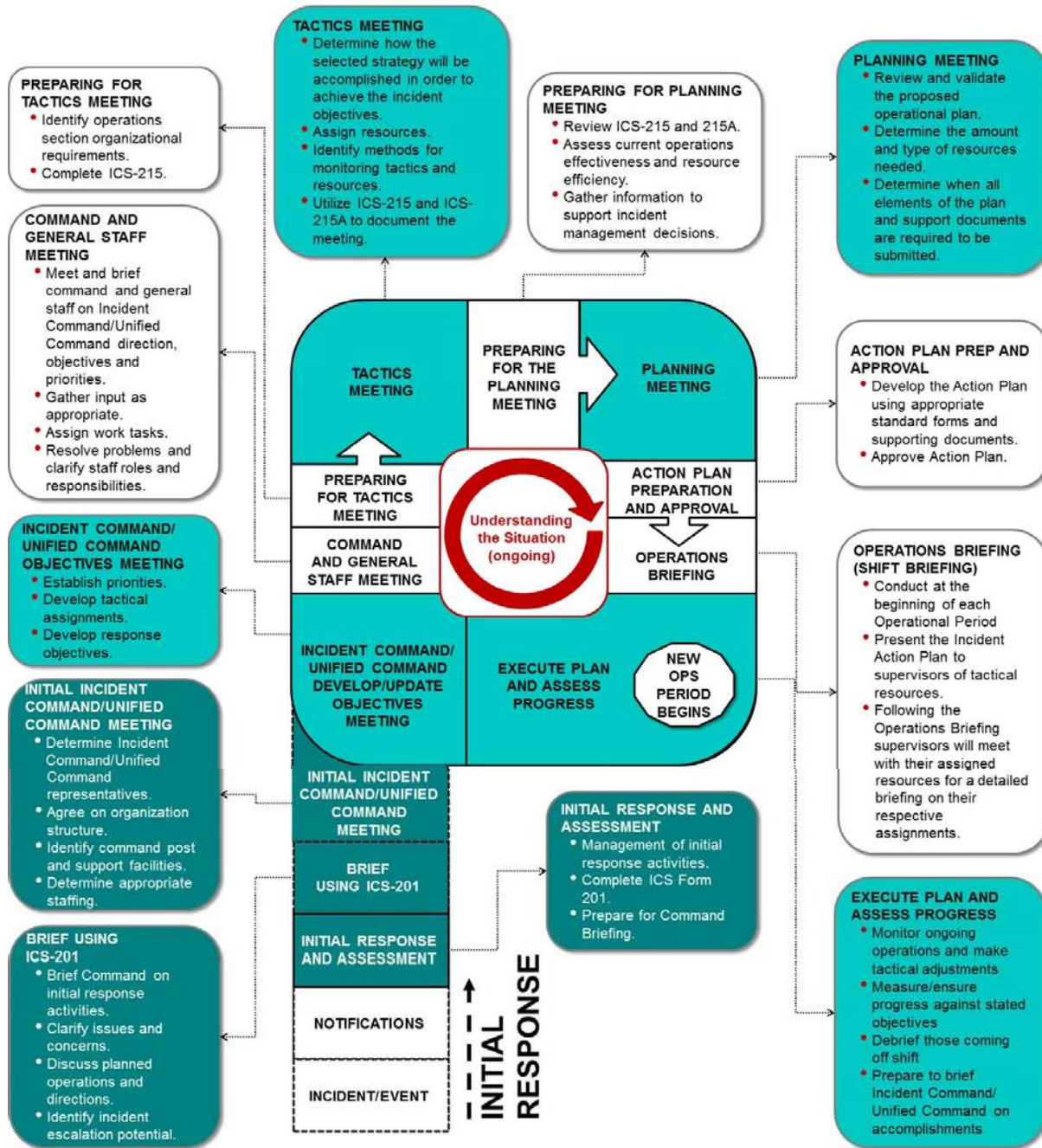
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Appendix D. Incident Action Planning Cycle

An Incident Action Plan is the vehicle by which Incident Command communicates their expectations and provides collaboration and participation among all levels of incident management. A complete Incident Action Plan facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. The Planning “P” in Figure D-1 is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period whereas the top of the leg of the “P” is the beginning of the first operational planning period cycle.

Figure D-1 Planning “P”



## Appendix D. Incident Action Planning Cycle

An Incident Action Plan should be comprised of the items listed in Table D-1, along with pertinent information on each item.

<b>Order</b>	<b>ICS Form</b>	<b>Title</b>	<b>Required</b>	<b>Prepared By</b>
1	200	Cover Sheet	Always	Planning Support Unit Leader
2	202	Incident Objectives	Always	Situation Unit Leader
3	205	Incident Radio Communications Plan	As the incident requires – Radio Use	Communications Unit Leader
4	205A	Incident Telephone Communications Plan	Always	Resource Unit Leader
5	207	Incident Organization Chart	Always	Resource Unit Leader
6		Incident Map	Always	Situation Unit Leader /GIS Unit
7	204	Assignment List	Always	Resource Unit Leader
8	220	Air Operations Summary	As the incident requires – Air Ops	Operations Section Chief/Air Operations Branch
9	206	Medical Plan	Always	Safety Officer
10	230	Meeting Schedule	Always	Situation Unit Leader
11	213	General Message	Optional	Any Message Originator
12	Other components as needed		Optional	Planning Support

*For more information, see FEMA's Incident Action Planning Guide, June 2012*

# E

## **Agreements and Memorandums of Understanding**

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Appendix E. Agreements and Memorandums of Understanding

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**Appendix E. Agreements and Memorandums of Understanding**

The following Agreements and Memorandums of Understanding are in place for the County:

- To Be Added

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Appendix E. Agreements and Memorandums of Understanding

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**Maps**

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# G

## References

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## Appendix F. References

**Federal**

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended>
- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 20 December 2013 at: <http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 20 December 2013 at: <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>

**FEMA Policy**

- The Federal Emergency Management Agency Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25272>
- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, FDOC 104-008-1, December 2011. Accessed on 20 December 2013 at: [http://www.emd.wa.gov/about/documents/FEMA\\_Whole\\_Community.pdf](http://www.emd.wa.gov/about/documents/FEMA_Whole_Community.pdf)
- FEMA Incident Management and Support Keystone, January 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/26688>
- National Incident Management System, December 2008. Accessed on 20 December 2013 at: <http://www.fema.gov/national-incident-management-system>
- National Preparedness Goal, First Edition, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/national-preparedness-goal>

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- FEMA Administrator’s Intent (FY 2015-2019). Pub. April 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/31808>
- FEMA Strategic Plan, FY 2011-2014, FEMA P-806, February 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/fy-2011-2014-strategic-plan>
- Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty, January 2012. Accessed on 20 December 2013 at: <https://www.fema.gov/media-library/assets/documents/24174>
- National Response Framework, Second Edition, May 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/national-response-framework>
- National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation, September 2011. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24647?fromSearch=fromsearch&id=5124>
- National Disaster Housing Strategy, January 2009. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/24600>
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25975>

**State**

- State of Oregon Emergency Operations Plan, as revised November 2013. Accessed on 20 December 2013 at: [http://www.oregon.gov/OMD/OEM/Pages/plans\\_train/EOP.aspx](http://www.oregon.gov/OMD/OEM/Pages/plans_train/EOP.aspx)
- Oregon State Fire Marshal, Fire Service Mobilization Plan. 2013. Accessed on 20 December 2013 at: <http://www.oregon.gov/osp/SFM/docs/2013MobPlan.pdf>
- Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011. Accessed on 20 December 2013 at: [http://www.oregon.gov/OMD/OEM/docs/library/ea\\_officials\\_guide\\_sept\\_2011.pdf](http://www.oregon.gov/OMD/OEM/docs/library/ea_officials_guide_sept_2011.pdf)

**Appendix F. References**

- Oregon Revised Statutes (ORS) 2011 Edition. Chapters 401 through 404. Accessed on 20 December 2013 at:  
[https://www.oregonlegislature.gov/bills\\_laws/Pages/ORS.aspx](https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx)
- Oregon Administrative Rules (OAR) 104: Oregon Military Department. Accessed on 20 December 2013 at:  
[http://arcweb.sos.state.or.us/pages/rules/oars\\_100/oar\\_104/104\\_tofc.html](http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_104/104_tofc.html)

**County**

Copies of the following documents can be obtained by contacting the Emergency Management Coordinator

- Jefferson County Emergency Operations Plan, 2015
- Jefferson County Multijurisdictional Natural Hazard Mitigation Plan, 2013/2014
- Jefferson County Community Wildfire Protection Plan
- Memoranda of Agreement / Understanding

**Other**

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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# H

## Acronyms and Glossary

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## Appendix G. Acronyms and Glossary

**Acronyms**

AAR	After Action Report
ADA	Americans with Disabilities Act
CERT	Community Emergency Response Teams
CIKR	Critical Infrastructure and Key Resources
COOP	Continuity of Operations
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	initial damage assessment
JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multi-Agency Coordination
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NSS	National Shelter System
ODOT	Oregon Department of Transportation

**Appendix G. Acronyms and Glossary**

OEM	Office of Emergency Management
OERS	Oregon Emergency Response Service
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
Red Cross	American Red Cross
SA	Support Annex
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
TITAN	Oregon Terrorism Information Threat Assessment Network
USDA	United States Department of Agriculture
VA	Veterans Administration
VOIP	voice-over internet protocol

## Appendix G. Acronyms and Glossary

## Glossary of Key Terms

**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.

**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.

**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.

**Appendix G. Acronyms and Glossary**

**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.

**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.

**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 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,

**Appendix G. Acronyms and Glossary**

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.

**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.

**Appendix G. Acronyms and Glossary**

**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.

**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 by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander 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.

**Department Operations Center (DOC):** An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. 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.

**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 incident, whether natural or manmade, that requires responsive action to protect life or property. 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



**Appendix G. Acronyms and Glossary**

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, substate regional, and local governments, nongovernmental organizations, private sector-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:** 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.

**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

**Appendix G. Acronyms and Glossary**

management needs. The term function is also used when describing the activity involved (e.g., the planning function).

**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 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.

**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.

**Appendix G. Acronyms and Glossary**

**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.

**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.

**Appendix G. Acronyms and Glossary**

**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 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.

**Appendix G. Acronyms and Glossary**

**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 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:** Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**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.

**Appendix G. Acronyms and Glossary**

**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 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-

**Appendix G. Acronyms and Glossary**

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.

**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.

**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.).

**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

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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, Critical Infrastructure Sector Coordinating Councils).

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

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

**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.

**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).



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**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:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

**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.

**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:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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**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, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

**Special 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.

**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.

**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:** When capitalized, refers to 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

**Appendix G. Acronyms and Glossary**

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.

**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

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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.

**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.

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**Vital Records:** The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

**Volunteer:** For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

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# ESF 1 – Transportation

*Last Updated: 5/11/2015*

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ESF 1. Transportation

ESF 1 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Works Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Sheriff's Office
<b>Community Partners</b>	Cascades East Transit Confederated Tribes of Warm Springs Local Municipalities Local School Districts Madras Municipal Airport Oregon Department of Corrections (Deer Ridge Correctional Institute)
<b>Primary State Agency</b>	Oregon Department of Transportation (ODOT)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 1 describes how the County will coordinate transportation needs during a time of emergency including assessing damage to and restoring and maintaining transportation networks, specifically roads and bridges.

### 1.2 Scope

Activities encompassed within the scope of ESF 1 include:

- Coordinate and/or support damage assessment activities to include the dissemination of pertinent data regarding any impacts to the transportation infrastructure contained within the County’s jurisdictional boundaries.
- Coordinate the repair and restoration of the County’s transportation network.
- Process and coordinate requests for transportation support from City and tribal partners.
- Monitor, control, and coordinate vehicular traffic flow.
- Provide resources to support transportation of evacuees, personnel, equipment, and materials and supplies.
- Provide maps for all modes of transportation.
- Prioritize and initiate emergency work tasks to clear debris and obstructions from, and make emergency repairs to transportation infrastructure.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may cause disruption to transportation systems and require support. The County's transportation system is comprised of road, rail, and air systems. Considerations that should be taken into account when planning for and implementing ESF 1 activities include:

- A significant emergency or disaster may severely damage transportation infrastructure.
- The movement of people, equipment, and supplies may be much less efficient in emergency conditions than under normal circumstances.
- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.
- In anticipation of or reaction to a disaster, evacuations that overwhelm standard routes may require resources beyond the capabilities of the County.
- Some communities have limited means of ingress and egress and an emergency that disrupts key roads/bridges may limit or prevent access to the community.

### 2.2 Assumptions

ESF 1 is based on the following planning assumptions:

- The County's transportation infrastructure will likely sustain damage during a large-scale incident. As a result, the magnitude of a hazard's impact both in terms of physical damage as well as operational status/capacity, will effectiveness and efficiency of response and recovery.
- Disaster operations and/or hazardous conditions may require the County to divert traffic or implement other methods for traffic control (e.g., damaged, isolated, or evacuated areas).
- Response operations, especially during initial operational periods, may exhaust the County's transportation capabilities, thus requiring assistance from neighboring jurisdictions and/or State and Federal government.
- Rapid damage assessments of impacted areas will assist in the determination of response priorities and transportation demands.

## 3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure ESF 1-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This

**ESF 1. Transportation**

document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

**■ Primary County Agencies**

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

Roles and responsibilities for state and federal agencies are identified in the State of Oregon Emergency Operations Plan and National Response Framework, respectively.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All transportation-related emergency response activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Public Works Department is responsible for coordinating transportation-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with transportation infrastructure will first be issued in accordance with established mutual aid agreements and once

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those resources have been exhausted, a request may be forwarded to the State ECC.

- The County EOC will provide guidance for the coordination of transportation infrastructure resources.

**4.2 EOC Activation**

When a disaster occurs, the County's Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agency listed in this ESF. The Primary County Agency will coordinate with Supporting County Agencies and Community Partners to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate transportation infrastructure-related activities.

**4.3 EOC Operations**

When transportation-related activities are staffed in the EOC, the Public Works Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to transportation infrastructure.
- Share situation status updates related to transportation infrastructure to inform development of the Situation Report.
- Participate in, and provide transportation-specific reports for, EOC briefings.
- Assist in development and communication of transportation-related actions to tasked agencies.
- Monitor ongoing transportation-related actions.
- Share transportation-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate transportation-related staffing to ensure the function can be staffed across operational periods.

**4.4 Emergency Transportation and Evacuation Routes**

**ESF 1. Transportation**

The Public Works Department, with support from ODOT and the County GIS Department, manages emergency transportation routes, identifies road hazards, implements road closures. Mapping capabilities and equipment may be provided through the county GIS department and other partners. Staff and resources are assigned to support emergency evacuation and essential transportation routes.

**4.5 Access and Functional Needs Populations**

Provision of transportation-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

Jefferson County Health Department and individual hospitals/medical care facilities support evacuation procedures established for medical care facilities, coordinate resources needed for distribution of medical supplies/equipment to points of dispensing sites (POD), and manages medical response operations within the identified emergency transportation routes.

A Disaster Registry System is currently in development for Jefferson, Deschutes, and Crook County to identify and characterize Special Needs Populations that may require additional assistance during an emergency situation and/or evacuation.

**4.6 Coordination with Other ESFs**

The following Emergency Support Functions support transportation-related activities:

**Public Works (ESF 3)** Support in assessment and restoration of the transportation network including debris clearance.

**Law Enforcement (ESF 16):** Assist in traffic control and escort of emergency supplies.

**5 ESF Annex Development and Maintenance**

The County Public Works Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 1 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 1 Resources
- Appendix B – ESF 1 Responsibilities by Phase of Emergency Management

**ESF 1. Transportation**

- Appendix C – ESF 1 Representative Checklist
- Appendix D – ESF 1 Work Plan



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## Appendix A ESF 1 Resources

The following resources provide additional information regarding ESF 1 and transportation related issues at the local, state, and federal level:

### Local

- Local Municipalities
  - Evacuation Plans
  - Mutual Aid / Resource Sharing Agreements

### State

- State of Oregon Emergency Operations Plan
  - ESF 1 – Transportation
- State of Oregon Department of Transportation Emergency Operations Plan

### Federal

- National Response Framework
  - ESF 1 – Transportation
- Homeland Security Presidential Directives (HSPD)
  - No. 7: Identification of and prioritization for protection of critical infrastructure

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## Appendix B ESF 1 Responsibilities by Phase of Emergency Management

ESF 1 Tasked Agencies	
<b>Primary County Agencies</b>	Public Works Department
<b>Supporting County Agencies</b>	Emergency Management
<b>Community Partners</b>	Cascades East Transit Confederated Tribes of Warm Springs Local Municipalities Local School Districts Madras Municipal Airport Oregon Department of Corrections (Deer Ridge Correctional Institute)
<b>Primary State Agency</b>	Oregon Department of Transportation (ODOT)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 1 – Transportation. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the County’s transportation concerns. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 1 include:

#### All Tasked Agencies

- Develop operational plans for ESF 1 activities.
- Participate in ESF 1 related trainings and exercises as appropriate.

#### Public Works Department

- Coordinate regular review and update of the ESF 1 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 1 activities.

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- Develop and maintain an emergency/disaster transportation plan(s) that address the following activities:
  - Providing for logistics and resource transportation needs.
  - Conducting and/or facilitating damage assessments of County owned/maintained transportation infrastructure.

**Emergency Management**

- Maintain operational capacity of the County EOC to support transportation activities.
- Ensure that staff are identified and adequately trained to fulfill their various county EOC positions

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 1 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 1 activities.

**Public Works Department**

- Coordinate all transportation-related missions in support of the County EOC.
- Work with other agencies as needed to determine the usable portions of the County transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
- Provide transportation-related public information and mapping support to the EOC during response and recovery activities.
- Clear and establish lifeline routes.
- Coordinate transportation of responders and resources to affected areas.
- Provide barriers and signage to aid missions.
- Provide personnel on-scene to assist with road closures, traffic redirection and other activities in coordination with the Sheriff's Office.
- Support damage assessment of transportation routes.

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**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs including response vehicles, aircraft, engineering, fuel, and repair assistance.
- Establish a Transportation Branch in the County EOC if needed.
- Track the use of transportation resources through the EOC Finance Section.

**Sheriff's Office**

- Provide traffic control and evacuation assistance.
- Provide security escorts for commodities movement into affected areas.

**Cascades East Transit**

- Provide bus transportation resources.

**Local School Districts**

- Coordinate transportation needs of students.
- Provide transportation support as resources allow.

**Local Municipalities and the Confederated Tribes of Warm Springs**

- Conduct emergency operations to support the restoration of transportation infrastructure within jurisdictional/geographic boundaries.
- Work with other agencies as needed to determine the usable portions of the City transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.

**Madras Municipal Airport**

- Assess usability of airport facilities to support response missions.
- Conduct and/or coordinate emergency operations as required during large-scale incidents in accordance with established plans, policies, and procedures.
- Establish air traffic control for response missions.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 1 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**ESF 1. Transportation**

- Participate in all after-action activities and implement corrective actions as appropriate.

**Public Works Department**

- Coordinate and/or facilitate pre/post damage assessment activities.
- Continue to monitor and restore transportation systems in support of recovery.
- Develop financial estimates of damages and losses to transportation infrastructure.

**Emergency Management**

- Compile and keep all documentation collected relating to ESF 1 related response activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 1 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

**Public Works Department**

- Regularly inspect streets, public roadways, and rights-of-way for deterioration and make necessary repairs to keep them in good condition.
- Keep equipment in operating condition.



**Appendix C ESF 1 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.



## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 1 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 1 Annex	Public Works Department	TBD	High	2015	To be completed

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## **ESF 2 – Communication**

*Last Updated: 5/11/2015*

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**ESF 2. Communications**

<b>ESF 2 Tasked Agencies</b>	
<b>Primary County Agencies</b>	Frontier Regional 9-1-1 Center ( <i>Alert and Warning</i> ) Jefferson County Emergency Management ( <i>Communications Systems</i> )
<b>Supporting County Agencies</b>	Jefferson County Administration and General Services Jefferson County Sheriff's Office
<b>Community Partners</b>	Area Fire Districts/Departments ARES/RACES Crook County Dispatch Deschutes County 9-1-1
<b>Primary State Agencies</b>	Oregon Department of Administrative Services (DAS) Oregon State Police (OSP)

# 1 Introduction

## 1.1 Purpose

Emergency Support Function (ESF) 2 describes how the County will provide for, support, and enhance the requisite technology (hardware and software) for: emergency communications systems; alert, warning, and notification systems; and redundant communications systems during all phases of the emergency management cycle, including response and recovery operations.

## 1.2 Scope

Activities encompassed within the scope of ESF 2 include:

### Alert and Warning

- Maintain a reliable alert, warning, and notification system.

### Communications Systems

- Establish and maintain an effective communications system, including County-owned and commercially leased systems, for use in a disaster.
- Coordinate the provision of redundant and temporary communications as required.
- Monitor and report on the overall status of the County's communications infrastructure during a disaster.
- Maintain the County's critical information technology infrastructure including, but not limited to, the provision of cybersecurity measures.
- Coordinate County support to local and tribal communications systems as required and/or requested.



## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require communications support. Certain considerations should be taken into account when planning for and implementing ESF 2 activities, including the following:

- For the purposes of this document “communication” is defined as: the transference of information, and may involve the representation, transfer, interpretation, and processing of data amongst persons, places, and machines. The term may also refer to the transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic systems.
- The distribution of accurate and timely information is a critical component of any effective emergency response effort.
- A large-scale incident may result in a surge of user requests for utilization access to the local telecommunications infrastructure (e.g., jammed cell and landline phone switches, high-speed internet bandwidth degradation, etc.).
- Depending upon hazard conditions access to communications equipment and infrastructure may be limited and prevent the timely restoration of services.

### 2.2 Assumptions

ESF 2 is based on the following planning assumptions:

- To the extent possible, operational local telecommunication capabilities will be utilized to support response operations even in a diminished capacity.
- Local first responders have identified frequencies to be utilized for operational coordination, direction, and control communications.
- The loss of some or all telephone service may reduce or eliminate the effectiveness of the Emergency Operations Center (EOC) and/or other County offices (including Departmental Operations Centers).
- Large-scale incidents may require extensive coordination of inter- and intra-community communications.
- If electronic emergency information systems are not available redundant incident management documentation protocols may be required (e.g., paper logs may be used to record events,

**ESF 2. Communications**

communications and messages, damage assessments, situation reports, resources utilized, staff hours expended, etc.)

### **3 Roles and Responsibilities**

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure communication-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

#### **3.1 Tasked Agencies**

The County has identified primary and supporting agencies and community partners to ensure ESF 2-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

##### **■ Primary County Agencies**

- Identified lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

##### **■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

##### **■ Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## 4 Concept of Operations

### 4.1 General

All communication-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex the County ascribes authority
  - Emergency Management is the lead county agency responsible for the development/maintenance of the jurisdiction's alert, warning, and notification technical systems.
  - Information Systems/Technology is the lead county agency charged with developing and maintaining the County's communication technical equipment and software.
- Requests for assistance with communication will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination communication resources.

### 4.2 EOC Activation

When a disaster occurs the Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate communication-related activities.

### 4.3 EOC Operations

When communication-related activities are staffed in the EOC, the communication representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.

**ESF 2. Communications**

- Provide a primary entry point for situational information related to communication.
- Share situation status updates related to communication to inform development of the Situation Report.
- Participate in, and provide communication-specific reports for, EOC briefings.
- Assist in development and communication of communication-related actions to tasked agencies.
- Monitor ongoing communication-related actions.
- Share communication-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate communication-related staffing to ensure the function can be staffed across operational periods.

**4.4 Alert and Warning**

The County's emergency communications system is organized and coordinated within the Jefferson County Sheriff's Office and the Frontier Regional 9-1-1 Center. The Sheriff and City Police Chiefs ensure that warning information is distributed and coordinated among response agencies, support entities, and the general public. When a major emergency or disaster occurs or is imminent, the OERS provides 24-hour alert, warning, and notification service to the county PSAP and notifies appropriate county, state, federal, and volunteer entities. The Jefferson County Emergency Management Coordinator or designee can be contacted by notifying the PSAP.

**4.4.1 Warning Systems**

A warning system has been formalized for Jefferson County and will be implemented through and the Frontier Regional 9-1-1 Center or other designated agency providing support to the County EOC in order to notify various agencies, partners, support staff, and public officials during an emergency. The county communications system and the news media will be used for dissemination of warnings. Warning dissemination will be under the supervision of the Emergency Management Coordinator, or designee. Upon receipt of warning information, county emergency service coordinators, the private sector, jurisdictional partners, and the public will be instructed to immediately initiate appropriate actions based on the nature of the potential hazard and the time available prior to impact. Warning systems currently in place for Jefferson County include:

- Emergency Alert System (EAS)
- NAWAS

**ESF 2. Communications**

- Oregon Emergency Response System
- Flood Warning System
- RACES/ARES
- PSAP, Frontier Regional 9-1-1 Center
- Radio Station Broadcasting

**4.4.2 Evacuation Warnings**

During slow-moving events, pre-evacuation notice will be given to affected residents if it appears that hazardous conditions may warrant such action. Residents should be advised that they may have to evacuate within thirty (30) minutes of notice or less. Jefferson County will use the emergency warning siren located at Jefferson County Sheriff's Office.

Door-to-door notification will also be considered depending on availability of resources, particularly in rural areas. Residential and health care institutions will be notified directly by the county EOC or on-scene authorities. Law enforcement personnel will sweep the evacuated area to ensure that all persons have been advised of the situation and also provide security to affected areas. If time and resources allow additional attention to those who remain, efforts will be made to persuade evacuation.

**4.5 Communications Systems**

The following communications systems and priorities will be implemented for Jefferson County in order to maintain emergency communications:

- Telephones, including cell phones and satellite phones are considered the primary communication media for administrative support. Teletype and two-way radio systems will be used in the coordination and control of operations.
- Warning receives highest priority on all communication systems.
- Two-way radio communication bands available for use in an emergency in Jefferson County can be obtained through the county EOC.
- Telephones are available in the county EOC to support command staff, sections, and overall emergency operations.
- A message center is activated and staffed at the EOC to coordinate incoming and outgoing communications.
- The Emergency Management Coordinator or designee will activate the Radio Amateur Civil Emergency Service (RACES) to provide personnel

**ESF 2. Communications**

for coordinating and managing emergency radio traffic in the field and at the EOC, as needed.

- The Emergency Management Coordinator or designee will develop and maintain a county-wide communications resource inventory that will be made available during emergencies through the EOC.

**4.5.1 Interoperable Communications**

The County maintains interoperability among its first responder agencies and partners. Systems include: VHF radios, landline over IP, and auto-dialer. Currently, Emergency Management and other first responder agencies cannot break through radio broadcasts that are pre-programmed. Telephones and cellular phones are considered the primary direction and control communications media. Two-way radio will be used when telephone and/or cellular phone service is limited or unavailable.

**4.6 Access and Functional Needs Populations**

Provision of communication-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.7 Coordination with Other ESFs**

The following Emergency Support Functions support communication-related activities:

- **All ESFs:** Support interoperable and redundant communications systems to ensure responding agencies can communicate with each other and the EOC.

**5 ESF Annex Development and Maintenance**

The Emergency Management Coordinator will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 2 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 2 Resources
- Appendix B – ESF 2 Responsibilities by Phase of Emergency Management

**ESF 2. Communications**

- Appendix C – ESF 2 Representative Checklist
- Appendix D – ESF 2 Work Plan



## Appendix A ESF 2 Resources

The following resources provide additional information regarding ESF 2 and communications related issues at the local, state, and federal level:

### Local

- Local Municipalities
  - Tactical Interoperable Communications Plan (TIC-P)

### State

- State of Oregon Emergency Operations Plan
  - ESF 2 – Communications
- State of Oregon Emergency Alert System Plan

### Federal

- National Response Framework (NRF)
  - ESF 2 – Communications
- National Emergency Communications Plan
- Executive Order 13636, Improving Critical Infrastructure Cybersecurity





## Appendix B ESF 2 Responsibilities by Phase of Emergency Management

ESF 2 Tasked Agencies	
<b>Primary County Agencies</b>	Frontier Regional 9-1-1 Center ( <i>Alert, Warning, and Notification Systems</i> ) Jefferson County Emergency Management ( <i>Technical and Redundant Communications Systems</i> )
<b>Supporting County Agencies</b>	Jefferson County Administration and General Services Jefferson County Sheriff's Office
<b>Community Partners</b>	Area Fire Districts/Departments ARES/RACES Crook County Dispatch Deschutes County 9-1-1
<b>Primary State Agencies</b>	Oregon Department of Administrative Services (DAS) Oregon State Police (OSP)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF 2) – Communications. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support all tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 2 include:

#### All Tasked Agencies

- Develop operational plans for ESF 2 activities.
- Participate in ESF 2 related trainings and exercises as appropriate.

#### Frontier Regional 9-1-1 Center

- Provide dispatch services for the county before, during, and after an emergency.
- Maintain emergency contact lists.
- Maintain and operate emergency alert and notification systems for the County.

**ESF 2. Communications****Emergency Management**

- Coordinate regular review and update of the ESF 2 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF2 activities.
- Develop and maintain a Tactical Interoperable Communication Plan (TIC-P) for the County.
- Develop robust plans for the following communications sub-capabilities:

***Alert and Warning***

- Manage and coordinate all incident notifications to County staff, elected officials, and other outside agencies as appropriate (e.g., during transition to continuity facilities or succession notification)
- Engage in routine intelligence gathering and situational awareness activities.

***Communications Systems***

- Establish and maintain emergency communications systems.
- Coordinate the use of all public and private communication systems necessary during emergencies.
- Manage and coordinate all emergency communications within the EOC, once activated.
- Maintain operational capacity of the County EOC to support communications activities.
- Ensure that staff are identified and adequately trained to fulfill their delegated function within the County EOC to include the use of specialized communications technology and any associated equipment, software, etc.

**Administration and General Services**

- Develop and maintain a communications resource inventory.
- Maintain an operational Departmental Operations Center (DOC), if appropriate, to facilitate coordination of ESF activities.
- Facilitate the County's, and appropriate community partners involvement in the DHS Telephone Service Priority (TSP), Governments Emergency Telecommunications Service (GETS), and Wireless Service Priority (WPS) programs.

## ESF 2. Communications

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 2 include:

**All Tasked Agencies**

- Provide situational updates to the City and County EOC as required to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 2 activities.
- Use established common response communications language (i.e., plain English) to ensure that information dissemination is timely, clear, acknowledged, and understood by all receivers.
- Monitor status of the County's communication infrastructure during or following any disaster.
- Coordinate and assign resources necessary to respond to an incident that impacts the communications infrastructure.
- When necessary, coordinate provision of a temporary or interim communications capability as required.

**Frontier Regional 9-1-1 Center**

- Provide dispatch and emergency communications support to the incident.
- Support tactical communications needs of emergency responders.

**Emergency Management**

- Activate and implement alert, warning, and notification systems as required to effectively notify appropriate stakeholder, including first responders.
- Establish communications with local response partners.
- Coordinate the following core EOC activities:
  - Compile and submit situational intelligence information regarding the operational status of the County's communications infrastructure and then utilize the findings to prepare operational status and situation reports for stakeholders to foster a common operational picture. See *ESF 5- Information and Planning* for more information.
  - Facilitate the resource requesting process (i.e., compiling resource requests; filling resource requests locally or through existing

**ESF 2. Communications**

agreements; forwarding unmet resource requests to the Oregon ECC; and coordinating the staging and distribution of assets as they arrive).  
*See ESF 7- Resource Support for more information.*

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Communications Branch in the County EOC if needed.
- Track the use of communication equipment and resources through the EOC Finance Section.

**Information Technology/Systems**

- Support and troubleshoot any/all technical problems as required to support incident operations.

**Sheriff's Office**

- Maintain and operate the County's mobile communications trailer.

**Area Fire Districts/Departments**

- Maintain and operate the 800 MHz radio system.

**ARES/RACES**

- Augment County communications capabilities through use of amateur radio operators and systems.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 2 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of communication equipment and software.
- Coordinate all after-action activities and implement corrective actions as appropriate. All after-action activities and implement corrective actions as appropriate.

**Mitigation**

**ESF 2. Communications**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 2 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

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**Appendix C ESF 2 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.





**Appendix D ESF 2 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 2 Annex	Emergency Management and Information/Systems Technology	TBD	High	2015	To be completed

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## **ESF 3 – Public Works**

*Last Updated: 5/11/2015*

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## ESF 3. Public Works

ESF 3 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Works Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Building Official
<b>Community Partners</b>	Local Municipalities
<b>Primary State Agencies</b>	Oregon Department of Transportation (ODOT)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 3 describes how the County will provide the resources (human, technical, equipment, facilities, materials, and supplies) to support emergency public works needs during a time of emergency.

### 1.2 Scope

Activities encompassed within the scope of ESF 3 include:

- Monitor, assess, restore, and repair hazard impacts to the County's Public Works infrastructure (i.e., county facilities, sanitation systems, water systems)
- Determine the levels of damage to the following systems: transportation, water control structures, dams, levees, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials, and hazardous waste sites (generation, distribution, collection, storage, and disposal).
- Process and coordinate requests for public works support from local municipalities and tribal partners.
- Close or repair of damaged segments of transportation infrastructure.
- Coordinate repair and restoration of damaged public systems (e.g., water, electrical, natural gas, sanitary sewage, storm water collection, generating, distribution systems, dams, levees, water control structures).
- Provide for inspection and repair of essential facilities.
- Demolish or stabilize damaged structures (public and private) to facilitate search and rescue and/or protect the public's health and safety.
- Coordinate disaster debris management activities including clearance of debris from transportation infrastructure, and development and initiation of emergency collection, sorting, and disposal routes and sites for debris cleared from public and private property.

**ESF 3. Public Works**

- Prioritize and initiate recovery efforts to restore, repair, and mitigate the impact of the public works and engineering needs listed above.
- Provide technical assistance to response team with respect to flooding, water management, structure integrity assessment, and impact assessments of infrastructure.

**2 Situation and Assumptions****2.1 Situation**

The County is faced with a number of hazards that may require public works support. Considerations that should be taken into account when planning for and implementing ESF 3 activities include, but are not limited to, the following:

- A significant disaster or emergency situation may overwhelm local assessment and engineering capacity.
- Unsafe and unknown conditions may persist throughout a community as weakened or destroyed structures, homes, public buildings, roads, and bridges await assessment from engineers and emergency personnel.
- Debris may make transportation routes impassable and local standardized equipment may not be capable of removing it.
- Local equipment used for repair and removal may have been damaged or inadequate for the disaster or emergency event.
- Local personnel may have personal safety and health concerns following a disaster or emergency event making it impossible for them to perform their duties.

**2.2 Assumptions**

ESF 3 is based on the following planning assumptions:

- A major emergency or disaster may cause extensive damage to property and infrastructure. Structures may be destroyed or severely weakened. Homes, public buildings, bridges, and other facilities may have to be reinforced or demolished to ensure safety. Debris may make streets and highways impassable. Public utilities may be damaged or be partially or fully inoperable.
- Access to disaster impacted public works infrastructure may depend upon either the repair (permanent or temporary) of transportation routes, or the establishment of ad-hoc alternatives.
- In many locations, debris clearance and emergency road repairs will be given



**ESF 3. Public Works**

- Damage assessment of the disaster area will be required to determine potential work load.
- Assistance may be needed to clear debris, perform damage assessments and structural evaluations, make emergency repairs to essential public facilities, reduce hazards by stabilizing or demolishing structures, and provide emergency water for human health needs and firefighting.
- Debris may include anything including hazardous materials that require specialized equipment and personnel to remove.
- Following disasters that cause significant debris, existing disposal sites may not provide effective debris management solutions because of capacity limitations and their need to provide continuous waste management operations for day-to-day debris generation.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 3-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting County Agencies**
  - Identified County agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## 4 Concept of Operations

### 4.1 General

All public works-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Public Works Department is the agency responsible for coordinating public works-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with public works will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination public works resources.

### 4.2 EOC Activation

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate public works-related activities.

### 4.3 EOC Operations

When public works-related activities are staffed in the EOC, the public works representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to public works.
- Share situation status updates related to public works to inform development of the Situation Report.

**ESF 3. Public Works**

- Participate in, and provide public works-specific reports for, EOC briefings.
- Assist in development and communication of public works-related actions to tasked agencies.
- Monitor ongoing public works-related actions.
- Share public works-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate public works-related staffing to ensure the function can be staffed across operational periods.

**4.4 Access and Functional Needs Populations**

Provision of public works-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support public works-related activities:

**ESF 1 – Transportation.** Identify impacts to the county’s transportation infrastructure and develop priorities for repair and restoration.

**ESF 10 – Hazardous Materials.** Identify impacts to hazardous materials and hazardous waste sites and develop priorities for repair and restoration.

**ESF 12 – Energy.** Identify impacts to the county’s energy infrastructure and develop priorities for repair and restoration.

**ESF 13 – Military Support.** Provide public works support, including debris management, as resources allow.

**5 ESF Annex Development and Maintenance**

The County Public Works Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 3 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 3 Resources
- Appendix B – ESF 3 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 3 Representative Basic Checklist
- Appendix D – ESF 3 Work Plan



## Appendix A ESF 3 Resources

The following resources provide additional information regarding ESF 3 and public works related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 3 – Public Works

### Federal

- National Response Framework
  - ESF 3 – Public Works
- National Infrastructure Protection Plan

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**Appendix B ESF 3 Responsibilities by Phase of Emergency Management**

ESF 3 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Works Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Building Official (Damage Assessment)
<b>Community Partners</b>	Local Municipalities
<b>Primary State Agencies</b>	Oregon Department of Transportation (ODOT)

The following checklist identifies key roles and responsibilities for Emergency Support Function 3 – Public Works. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the public works function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

**Preparedness**

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 3 include:

**All Tasked Agencies**

- Develop operational plans for ESF 3 activities.
- Participate in ESF 3 related trainings and exercises as appropriate.

**Public Works Department**

- Coordinate regular review and update of the ESF 3 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF3 activities.
- Develop and maintain an Emergency Public Works Plan for the County that includes procedures for addressing:
  - Conducting pre-incident and post-incident assessments of public works and infrastructure.
  - Executing emergency contract support for life-saving and life-sustaining services.

## ESF 3. Public Works

- Coordinating repair of damaged public infrastructure and critical facilities.
- Coordinating repair and restoration of the County's critical infrastructure.
- Coordinating disaster debris management activities.
- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the County's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

**Emergency Management**

- Maintain operational capacity of the County EOC to support Public Works activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include the tracking of Public Works resources.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 3 include:

**All Tasked Agencies**

- Provide a representative to operate from the EOC or other command location to ensure coordination with other agencies, as necessary.

**Public Works Department**

- Coordinate public works and engineering-related activities in support of the County Emergency Operations Plan.
- Provide heavy equipment and engineering resources.



**ESF 3. Public Works**

- Coordinate debris management activities.
- Provide public works and engineering support on a priority basis as determined by the EOC and on-scene Incident Commander(s).
- Make recommendations regarding the priority of repairs.

**County Building Official**

- Conduct damage assessment activities for county owned /managed properties

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Public Works Branch in the County EOC if needed.
- Track the use of Public Works resources through the EOC Finance Section.
- Request support for volunteers and donations activities through the State ECC.

**Local Municipalities**

- Conduct emergency operations to support public works activities within jurisdictional/geographic boundaries.

**Recovery Phase**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 3 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support any applicable public and/or individual assistance claims. Continue to repair infrastructure and buildings on a priority basis.

**Public Works Department**

- Coordinate and/or facilitate pre/post damage assessment activities.
- Provide information concerning dangerous areas or other existing problems.
- Establish control measures related to emergency solid waste disposal.

## ESF 3. Public Works

**Emergency Management**

- Compile and keep all documentation collected relating to ESF 3 related response activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 3 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



### Appendix C ESF 3 Representative Checklist

ACTIVATION AND INITIAL ACTIONS
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
INITIAL OPERATIONAL PERIODS
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
FINAL OPERATIONAL PERIODS
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

**Keys to Success****INFORMATION MANAGEMENT**

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

**RESOURCE MANAGEMENT**

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 3 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 3 Annex	Public Works	TBD	High	2015	To be completed

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# **ESF 4 – Firefighting**

*Last Updated: 5/11/2015*

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**ESF 4. Firefighting**

<b>ESF 4 Tasked Agencies</b>	
<b>Primary County Agencies</b>	Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Sheriff's Office
<b>Community Partners</b>	Mutual Aid Partners
<b>Primary State Agencies</b>	Oregon Department of Forestry (ODF) Office of the State Fire Marshal (OSFM)

## **1 Introduction**

### **1.1 Purpose**

Emergency Support Function (ESF) 4 describes how the County will detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with, a significant disaster condition or incident.

### **1.2 Scope**

Activities encompassed within the scope of ESF 4 include:

- Coordinate support for firefighting activities, including detection of fires on state and private lands.
- Provide personnel, equipment, and supplies in support of all agencies involved in rural and urban and wildland firefighting operations.

## **2 Situation and Assumptions**

### **2.1 Situation**

The County is faced with a number of hazards that may require firefighting support. Considerations that should be taken into account when planning for and implementing ESF 4 activities include:

- Fires are often a secondary hazard after a large scale event such as an earthquake. These hazards often overwhelm a community's response capabilities and can exacerbate already dangerous situations as resources become overstretched.
- Dealing with fires involving hazardous materials may require the use of specialized equipment and training.
- Fire personnel are often trained in Incident Command System (ICS)/National Incident Management System (NIMS) so there is often a strong level of understanding of the command structure among fire personnel during an incident.

## 2.2 Assumptions

ESF 4 is based on the following planning assumptions:

- Urban, rural, and wildland fires will be significant secondary hazards after a major, widespread event such as an earthquake.
- In a disaster, some firefighting resources may become scarce or damaged. Assistance from mutual aid agreements, neighboring jurisdictions, and State and Federal resources may be relied upon.
- Wheeled-vehicle access may be hampered by road or bridge failures, landslides, etc., making conventional travel to the fire locations extremely difficult or impossible. Aerial attack by air tankers, helicopters, and smoke jumpers may be needed in these situations.
- Efficient and effective mutual aid among the various local, County, State, and Federal fire agencies requires the use of the ICS together with compatible firefighting equipment and communications.

## 3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure ESF 4-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

### ■ Primary County Agencies

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

### ■ Supporting County Agencies

- Identified County agencies with substantial support roles during major incidents.

### ■ Community Partners

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

**ESF 4. Firefighting**

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

Each fire service is a branch of government, governed by its own separate statutory authority. Generally, these fire services are responsible for fire prevention, suppression, hazardous material response, immediate life safety, and light rescue.

Local firefighting organizations will remain under the supervision of their assigned leaders with the County Fire Chief acting as Fire Services Coordinator to utilize resources and activate mutual aid support. In the event of an emergency situation requiring coordination between multiple fire control agencies and/or jurisdictions, the Emergency Management Coordinator may request that a liaison to the County Fire Chief be assigned to the county EOC and resume the position as the Fire Services Coordinator within the Operations Section. All requests for additional support of firefighting and rescue operations will be made through the Fire Services Coordinator at the county EOC.

If mutual aid is requested, the responding agency chief will coordinate response activities of the local department with the IC. If forest land or wild land is impacted, ODF, BLM, USFS, and/or COFMS will respond and a joint command system will be implemented via established procedures.

### **4.2 EOC Activation**

When a disaster occurs the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate firefighting-related activities.

### **4.3 EOC Operations**

When firefighting-related activities are staffed in the EOC, the Fire Services Coordinator will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.

**ESF 4. Firefighting**

- Provide a primary entry point for situational information related to firefighting.
- Share situation status updates related to firefighting to inform development of the Situation Report.
- Participate in, and provide firefighting-specific reports for, EOC briefings.
- Assist in development and communication of firefighting-related actions to tasked agencies.
- Monitor ongoing firefighting-related actions.
- Share firefighting-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate firefighting-related staffing to ensure the function can be staffed across operational periods.

**4.4 Access and Functional Needs Populations**

Provision of firefighting-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support firefighting-related activities:

**ESF 1 – Transportation.** Assist in movement of firefighting resources and personnel to the incident.

**ESF 6 – Mass Care.** Provide mass care support for residents displaced by a fire incident.

**ESF 10 – Hazardous Materials.** Provide technical support for fire incidents that involve hazardous materials.

**5 ESF Annex Development and Maintenance**

Jefferson County Emergency Management will be responsible for coordinating with area fire districts/departments to ensure regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 4 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 4 Resources
- Appendix B – ESF 4 Actions by Phase of Emergency Management
- Appendix C – ESF 4 EOC Representative Basic Checklist
- Appendix D – ESF 4 Work Plan

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## Appendix A ESF 4 Resources

The following resources provide additional information regarding ESF 4 firefighting related issues at the local, state, and federal level:

### Local

- Central Oregon Cooperative Wildland Fire Agreement
- Jefferson County Community Wildfire Protection Plan (CWPP)
- Regional Mutual Aid/Resource Sharing Agreements

### State

- State of Oregon Emergency Operations Plan
  - ESF 4 –Firefighting
- State of Oregon Fire Service Mobilization Plan

### Federal

- National Response Framework
  - ESF 4 – Firefighting

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## Appendix B ESF 4 Responsibilities by Phase of Emergency Management

ESF 4 Tasked Agencies	
<b>Primary County Agencies</b>	Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Sheriff's Office
<b>Community Partners</b>	Mutual Aid Partners
<b>Primary State Agencies</b>	Oregon Department of Forestry (ODF) Office of the State Fire Marshal (OSFM)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 4 – Fire Services. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the fire services function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 4 include:

#### All Tasked Agencies

- Develop operational plans for ESF 4 activities.
- Participate in ESF 4 related trainings and exercises as appropriate.
- Appoint a representative to assist in the County EOC when requested.
- Establish criteria for relocating fire operations in the event that present facilities must be evacuated.
- Establish communication links with law enforcement agencies for coordinating warning and evacuation confirmation functions.
- Develop procedures and protocols for coordinating protective action communications with the at-risk population on scene.

#### Area Fire Districts/Departments

- Coordinate regular review and update of the ESF 4 annex with supporting agencies.

**ESF 4. Firefighting**

- Facilitate collaborative planning to ensure County capability to support ESF 4 activities.
- Review, revise, and develop plans, programs, and agreements on fire-related public safety protection activities, including region-wide mutual aid response protocols.

**Emergency Management**

- Develop and conduct training to improve all-hazard incident management capability for response communications.
- Develop exercises and drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.
- Coordinate with all other agencies and community partners to develop operational plans, policies, and procedures for the following ESF 4 related activities:
  - Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
  - Performing life-safety inspections and recommendations for activated emergency shelters.

**Mutual Aid Partners**

- Establish procedures for coordinating all public information releases through the County and/or city Public Information Officer.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 4 include:

**All Tasked Agencies**

- Provide situational updates to the City and County EOC as required to maintain situational awareness and a foster a common operating picture.

**Fire Districts/Departments**

- Conduct response operations related to fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Initiate mutual aid contingency plans, as required based upon resource availability.

## ESF 4. Firefighting

**Emergency Management**

- Compile operational information to create Situation Reports and foster a common operational picture. See ESF 5- Information and Planning for more information.
- Facilitate the resource requesting process (i.e., compiling resource requests; filling resource requests locally or through existing agreements; forwarding unmet resource requests to the Oregon ECC; and coordinating the staging and distribution of assets as they arrive). *See ESF 7- Resource Support for more information.*

**Sheriff's Office**

- Assist in warning the public of evacuations, traffic routing, and/or traffic control, when possible.

**Mutual Aid-Partners**

- Respond to calls for support under established agreements to include, but not limited to: fire, rescue/extrication, emergency medical assistance, hazardous material response, and evacuation.
- Support emergency operations as defined in agency emergency operations procedures or as requested by the EOC, such as damage assessment.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 4 include:

**All Tasked Agencies**

- Demobilize any communication staging areas, mobile communication centers, and /or other applicable response operations according to established plans, policies, and procedures and return to normal day-to-day activities.
- Keep detailed records of expenses in case there is potential for Federal and State reimbursement assistance.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 4 include:

**ESF 4. Firefighting**

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



**Appendix C ESF 4 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.





**Appendix D ESF 4 Work Plan**

*Last Updated 5/11/2014*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 4 Annex	Emergency Management Area Fire Districts/Departments	TBD	High	2015	To be completed

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# ESF 5 – Information and Planning

*Last updated: 05/11/2015*

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**ESF 5. Information and Planning**

<b>ESF 5 Tasked Agencies</b>	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County GIS
<b>Community Partners</b>	Local Municipalities
<b>Primary State Agencies</b>	Oregon Office of Emergency Management (OEM)

## **1 Introduction**

### **1.1 Purpose**

Emergency Support Function (ESF) 5 describes how the County will support incident information and planning needs to develop and maintain a common operating picture to support response and recovery activities.

### **1.2 Scope**

Activities encompassed within the scope of ESF 5 include:

- Serve as a hub for the receipt and dissemination of incident information.
- Collect, process, analyze, and disseminate information to guide response and recovery activities.
- Coordinate with on-scene incident commanders, department emergency operations facilities, and City, tribal, and private sector emergency management organizations to facilitate the flow of situational information.
- Collect and aggregate damage assessment data and track local declarations.
- Coordinate incident planning in the EOC including development of information products.

## **2 Situation and Assumptions**

### **2.1 Situation**

The County is faced with a number of hazards that may require information and planning support. Considerations that should be taken into account when planning for and implementing ESF 5 activities include:

- The administration and logistics for emergency response and recovery operations will be provided by emergency services and support agencies that routinely manage these procedures during normal operations. The coordination of these agencies will be done using

**ESF 5. Information and Planning**

established procedures expedited for administrative assistance and logistics support during operations.

- Information and planning provide the methodologies and procedures field operations require during a disaster or hazard event. During times of poor communication due to the loss of telecommunication infrastructure these existing procedures ensure that all groups are synchronized in the work towards recovery.

**2.2 Assumptions**

ESF 5 is based on the following planning assumptions:

- There will be an immediate and continuing need to collect, process, and disseminate situational information, identify urgent response requirements before, during, and immediately following a disaster or emergency event in order to plan for continuing response, recovery, and mitigation activities.
- Assessment of damage impacts and EOC operations may be delayed due to minimal staffing. Jurisdictions impacted the most will be given priority for assistance and support as needed and available.
- During the early stages of an event, little information will be available, and it may be vague and inaccurate; the need to verify this information can delay response to inquiries.
- Reporting from local municipalities to the EOC will improve as the event matures.
- Reporting of information may be delayed due to damaged telecommunications and transportation infrastructure.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 5-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.



**ESF 5. Information and Planning****■ Primary County Agencies**

- Identified lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All information and planning-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, County Emergency Management is responsible for coordinating information and planning-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with information and planning will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination information and planning resources.

## 4.2 EOC Activation

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate information and planning-related activities.

## 4.3 EOC Operations

When information and planning-related activities are staffed in the EOC, the information and planning representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to information and planning.
- Share situation status updates related to information and planning to inform development of the Situation Report.
- Participate in, and provide information and planning-specific reports for, EOC briefings.
- Assist in development and communication of information and planning-related actions to tasked agencies.
- Monitor ongoing information and planning-related actions.
- Share information and planning-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate information and planning-related staffing to ensure the function can be staffed across operational periods.

## 4.4 Access and Functional Needs Populations

Provision of information and planning-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**ESF 5. Information and Planning****4.5 Coordination with Other ESFs**

The following Emergency Support Functions support information and planning-related activities:

- **All ESFs.** All functions will provide situation status updates to ESF 5 to guide incident action planning activities.

**5 ESF Annex Development and Maintenance**

County Emergency Management will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 5 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 5 Resources
- Appendix B – ESF 5 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 5 Representative Basic Checklist
- Appendix D – ESF 5 Work Plan

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## Appendix A ESF 5 Resources

### Local

- Local Mutual Aid/ Resource Sharing Agreements

### State

- State of Oregon Emergency Operations Plan
  - ESF 5 – Information and Planning

### Federal

- National Response Framework
  - ESF 5 – Information and Planning
- US Department of Homeland Security, FEMA Region X- 2011 Emergency Communications Plan, State of Oregon Annex

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## Appendix B ESF 5 Responsibilities by Phase of Emergency Management

ESF 5 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County GIS
<b>Community Partners</b>	Local Municipalities
<b>Primary State Agencies</b>	Oregon Office of Emergency Management (OEM)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 5 – Information and Planning. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the information and planning function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 5 include:

#### All Tasked Agencies

- Maintain an inventory of personnel and resources available to support emergency operations.
- Maintain department-specific data and statistics that may inform incident planning and damage assessment activities.
- Develop operational plans for ESF 5 activities.
- Participate in ESF 5 related trainings and exercises as appropriate.

#### Emergency Management

- Coordinate regular review and update of the ESF 5 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 5 activities.
- Establish and maintain systems for incident data management and information sharing.

**ESF 5. Information and Planning**

- Maintain operational capacity of the County EOC to support information and planning activities.
- Establish standardized reporting processes and prepare standardized reporting formats and forms.
- Ensure that staff are identified and adequately trained to fulfill the planning function in the County EOC.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 5 include:

**All Tasked Agencies**

- Assess status of and impacts to agency-specific systems, infrastructure, customers, etc.
- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 5 activities.
- Ensure agency-specific data is entered into any utilized incident management software.

**Emergency Management**

- Activate the County EOC and establish operational objectives and priorities through the incident action planning process.
- Monitor incident status.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 5 include:

**All Tasked Agencies**

- Continue to provide situation status updates as requested by the County EOC.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.



## Mitigation

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 5 include:

### All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

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**Appendix C ESF 5 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 5 Work Plan**

*Last Updated 05/16/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 5 Annex	Emergency Management	TBD	High	2015	To be completed

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## **ESF 6 – Mass Care**

*Last Updated: 05/11/2015*

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ESF 6 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Health Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management
<b>Community Partners</b>	American Red Cross Community and Faith-Based Organizations
<b>Primary State Agencies</b>	Oregon Department of Human Services

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 6 describes how the County will support the efforts of City and tribal governments, and nongovernmental organizations to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.

### 1.2 Scope

Activities encompassed within the scope of ESF 6 include:

- Mass care
  - Sheltering for the general population and populations with access and functional needs
- Medical sheltering is addressed in ESF 8
- Animal sheltering is addressed in ESF 17
  - Feeding operations
  - Emergency first aid
  - Bulk distribution of emergency relief items
- Collecting and providing information on those affected by the disaster to family members.
- Emergency assistance
- Family reunification
- Housing:
  - Providing short-term housing solutions for those affected by the disaster. It may include rental assistance, repairs, loans, manufactured housing, semi-permanent and permanent construction, referrals, identification and provision of

**ESF 6. Mass Care**

accessible housing, and access to other sources of housing assistance.

- Human services:
  - Disaster unemployment insurance
  - Disaster legal services
  - Veteran’s support
  - Other needs assistance
  - Services for populations with access and functional needs

## **2 Situation and Assumptions**

### **2.1 Situation**

The County is faced with a variety of hazards that may impact large numbers of persons requiring mass care, personal emergency assistance, short-term housing, and other types of human services as part of response and recovery actions.

Considerations that should be taken into account when planning for and implementing ESF 6 activities include:

- Hazards may affect widespread areas and emergency care personnel in unaffected neighboring communities may be overwhelmed with victims from a single community.
- Evacuees may contribute to the scarcity of resources as an influx of evacuees can increase the population of a receiving community during a significant disaster or emergency event.
- Mass care needs may range from emergency sheltering operations for a limited number of visitors and citizens to more intermediate to long term housing.
- In accordance with the American Red Cross (ARC)’s organizational documents and charter, ratified by the United States Congress on January 5, 1907, as well as the Disaster Relief Act of 1974 the ARC (national organization and local chapters) provide an array of ‘Mass Care Services’ to emergency and disaster victims routinely under its own authority. Furthermore, the ARC is tasked as the primary agency responsible for federally supported Mass Care Services per the National Response Framework (ESF 6) despite being a non-governmental organization.

**ESF 6. Mass Care**

- Disaster conditions are likely to require evacuation and care of domestic animals and livestock. Animals (with the exception of service animals) are not allowed in public shelters.
- The diverse nature of the County will be reflected by shelter populations, and will likely include a significant number of persons with access/functional needs (e.g., elderly, persons with language barriers, physical challenges, or other limiting medical or mental health condition) and/or persons who are vulnerable to becoming marginalized or those with specialized needs (e.g., students, inmates, registered sex-offenders, the indigent, persons with chemical dependency concerns, etc.)
- Local emergency operations plans should contain strategies and procedures for addressing the needs of vulnerable populations in the event of emergency situations.

**2.2 Assumptions**

ESF 6 is based on the following planning assumptions:

- Widespread damages may necessitate the relocation of victims and the need for mass care operations.
- Some victims will go to shelters, while others will find shelter with friends and relatives. Some may stay with or near their damaged homes.
- Shelters may have to be opened with little notice. Until American Red Cross personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.
- The demand for shelters may prove to be higher than what is available.
- If American Red Cross services are not available, other volunteer organizations and religious groups may open shelters. Some of these organizations and groups coordinate their efforts with American Red Cross, while others may operate these facilities themselves and assume full responsibility for them.
- Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters may have to be curtailed.

**ESF 6. Mass Care**

- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, special medical needs, and special needs) will be an extension of normal programs and services.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 6-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identified lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting County Agencies**
  - Identified County agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

**4 Concept of Operations****4.1 General**

All mass care-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the Jefferson County Public Health Department is responsible for coordinating mass care-related activities. Plans and procedures developed by the primary

**ESF 6. Mass Care**

and supporting agencies provide the framework for carrying out those activities.

- Requests for assistance with mass care will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination mass care resources.

**4.2 EOC Activation**

When a disaster occurs the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate mass care-related activities.

**4.3 EOC Operations**

When mass care-related activities are staffed in the EOC, the mass care representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to mass care.
- Share situation status updates related to mass care to inform development of the Situation Report.
- Participate in, and provide mass care-specific reports for, EOC briefings.
- Assist in development and communication of mass care-related actions to tasked agencies.
- Monitor ongoing mass care-related actions.
- Share mass care-related information with ESF 14, Public Information, to ensure consistent public messaging.

**ESF 6. Mass Care**

- Coordinate mass care-related staffing to ensure the function can be staffed across operational periods.

**4.4 Shelters and Mass Care Facilities**

ARC will have agreements in place for use of specific shelters that can be activated by alerting the local chapter. ARC maintains a current list of area shelters with signed agreements. This information will be available to the County EOC during an emergency. ARC will assist in the registration of evacuees, and as applicable, will coordinate information with appropriate government agencies of those evacuees who are housed in ARC-supported shelters. The Jefferson County Fairgrounds could be used to accommodate large and small animals during evacuation activities, but no agreement for use or assessment of the facility to support sheltering operations have been formalized to date.

Options for temporary shelter during the first 72 hours of an incident available to Jefferson County include:

- Pre-determined sheltering sites and supplies available through American Red Cross.
- General purpose (GP) tents available through the Oregon National Guard and requested by the County EOC to OEM.
- Tents and other resources available via the fire cache located at the Redmond Air Center.
- If a Presidential declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the County EOC staff will serve as the Jefferson County ESF 6 Representative. Services will be provided through the coordinated efforts of staff members, ARC, Salvation Army, other state supported agencies, volunteer agencies, and mutual-aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities where possible and also support back-up communications if needed. A list of all reception and care facilities established for Jefferson County is maintained by the American Red Cross and can be accessed through the County EOC during an emergency.

**4.5 Feeding**

Feeding is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution of food. Feeding operations are based on nutritional standards and should include meeting requirements of victims with special dietary needs, if possible.

ARC will coordinate all mass feeding and other services needed at open shelters within the County's jurisdiction with County Emergency Management via the County EOC.



#### **4.6 Bulk Distribution**

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice requirements through Federal, State, local, and non-governmental organizations is coordinated at these sites. ARC will coordinate all bulk distribution activities needed within the county's jurisdiction with County Emergency Management via the County EOC.

*See ESF 11 – Food and Water for additional detail.*

#### **4.7 Housing**

All housing needs identified during and following emergency incidents or disasters impacting the County will be coordinated through County Emergency Management via the County EOC. Liaisons will be assigned to the command staff in order to manage and coordinate resources and activities with regional, state, federal, and private sector entities. In some disaster situations, the federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities.

#### **4.8 Crisis Counseling and Mental Health**

Jefferson County Contract Mental Health Services, with the support of Jefferson County Public Health Department will coordinate mental health services to the general public. Specific concerns within the first responder community can also be addressed through the Central Oregon Police Chaplaincy (COPC) and the Office of the State Fire Marshall (OSFM) which coordinate mental health and crisis counseling services for law enforcement and fire services staff.

*See ESF 8 – Health and Medical for additional detail.*

#### **4.4 Access and Functional Needs Populations**

Provision of mass care-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

A formal registry for the special needs populations has not been developed to date. Community emergency response and recovery planning to provide special needs services to residents of the County have not been formalized or finalized among the various first responder agencies and volunteer organizations supporting this jurisdiction.

#### **4.5 Coordination with Other ESFs**

The following Emergency Support Functions support mass care-related activities:

**ESF 6. Mass Care**

**ESF 8 – Health and Medical.** Coordinate health inspections of mass care facilities; coordinate sheltering of populations with medical needs.

**ESF 11 – Food and Water.** Coordinate food and water to support mass care operations.

**ESF 14 – Public Information.** Inform the public about mass care operations.

**ESF 15 – Volunteers and Donations Management.** Coordinate volunteers and donated goods to support mass care operations.

**ESF 16 – Law Enforcement.** Provide security for mass care facilities.

**ESF 17 – Agriculture and Animal Protection.** Provide care and shelter for animals including service animals, pets, and livestock.

## 5 ESF Annex Development and Maintenance

The Health Services Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 6 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 6 Resources
- Appendix B – ESF 6 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 6 Representative Basic Checklist
- Appendix D – ESF 6 Work Plan



## Appendix A ESF 6 Resources

The following resources provide additional information regarding ESF 6 and mass care related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 6 – Mass Care

### Federal

- National Response Framework
  - ESF 6 – Mass Care, Emergency Assistance, Temporary Housing, and Human Services



## Appendix B ESF 6 Responsibilities by Phase of Emergency Management

### ESF 6 Tasked Agencies

<b>Primary County Agencies</b>	Jefferson County Public Health Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management
<b>Community Partners</b>	American Red Cross Community and Faith-Based Organizations
<b>Primary State Agencies</b>	Oregon Department of Human Services

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 6 – Mass Care. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support Mass Care function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 6 include:

#### All Tasked Agencies

- Develop operational plans for ESF 6 activities.
- Participate in ESF 6 related trainings and exercises as appropriate.

#### Public Health Department

- Coordinate regular review and update of the ESF 6 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 6 activities.
- Develop and maintain a Mass Care Plan for the County that includes procedures for addressing:
  - o Mass care

**ESF 6. Mass Care**

- Emergency assistance
- Housing
- Human services
- Coordinate pre-incident public health inspections of shelters and verify sanitary conditions as required.

**Emergency Management**

- Maintain operational capacity of the County EOC to support Mass Care activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include resources utilized to support Mass Care operations.

**American Red Cross**

- Enter into agreements with locations suitable to serve as emergency shelters in accordance with established guidelines.
- Recruit, train, and maintain a volunteer staff with the capacity to operate shelters if needed.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 6 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 6 activities.

**Public Health Department**

- Coordinate support for ESF 6 operations as required and serve as the County's liaison for ESF 6.

**American Red Cross**

- Coordinate the emergency shelter operations to provide for the temporary housing needs of citizens displaced by emergencies/disasters.

**Emergency Management**

## ESF 6. Mass Care

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Mass Care Branch in the County EOC if needed.
- Track the use of Mass Care resources through the EOC Finance Section.

### Recovery

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 6 include:

#### All Tasked Agencies

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

#### Emergency Management

- Compile and keep all documentation collected relating to the management of mass care activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.

### Mitigation

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 6 include:

#### All Tasked Agencies

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



## Appendix D ESF 6 Representative Checklist

ACTIVATION AND INITIAL ACTIONS
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
INITIAL OPERATIONAL PERIODS
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
FINAL OPERATIONAL PERIODS
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

**Keys to Success****INFORMATION MANAGEMENT**

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

**RESOURCE MANAGEMENT**

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.





**Appendix D ESF 6 Work Plan**

*Last Updated: 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 6 Annex	Public Health Department	TBD	High	2015	To be completed

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# ESF 7 – Resource Support

*Last Updated: 05/11/2015*

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ESF 7. Resource Support

ESF 7 Tasked Agencies	
Primary County Agencies	Jefferson County Emergency Management
Supporting County Agencies	Jefferson County Public Works
Community Partners	Local Municipalities
Primary State Agencies	Oregon Office of Emergency Management

# 1 Introduction

## 1.1 Purpose

Emergency Support Function (ESF) 7 describes how the County will provide logistical and resource support during a time of emergency, as well as provide financial tracking and records management of overall costs of the County’s response.

## 1.2 Scope

Activities encompassed within the scope of ESF 7 include:

- Coordinate the procurement and provision of County and private sector resources during a disaster.
- Receive and coordinate response to resource requests from county departments and local response partners.
- Provide logistical and resource support for requirements not specifically addressed in other ESFs.
- Monitor and track available and committed resources involved in the incident.
- Monitor and document the financial costs of providing resources to include costs of providing County support, purchasing or contracting goods and services, transportation, and above normal staffing.

# 2 Situation and Assumptions

## 2.1 Situation

The County is faced with a number of hazards that may require resource support. Considerations that should be taken into account when planning for and implementing ESF 7 activities include:

- Upon request, ESF 7 provides the resource support needed to maintain the response capacity of the County and local response partners.

**ESF 7. Resource Support**

- Equipment and supplies are provided from current stocks or, if necessary, from commercial sources, using locally available sources when possible. ESF 7 does not stockpile supplies.
- During response operations, acquisition of these resources may be supported by preexisting memorandums of understanding, memorandums of agreement, and interagency agreements and contracts.

**2.2 Assumptions**

ESF 7 is based on the following planning assumptions:

- Local and tribal partners will exhaust local and mutual aid resource support mechanisms prior to requesting support from the County. A request may be made to the County if exhaustion of local resources is imminent.
- Normal forms of communications may be severely interrupted during the early phases of an emergency or disaster.
- Transportation to affected areas may be cut off due to weather conditions or damage to roads, bridges, airports, and other transportation means.
- Donated goods and supplies will be managed and utilized as necessary.
- The management and logistics of resource support is highly situational and requires flexibility and adaptability.
- Local governments will expend resources and implement mutual aid agreements under their own authorities.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 7-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all



elements of a function, and will coordinate with supporting agencies.

■ **Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

■ **Community Partners**

- Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All resource support-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, County Emergency Management is the agency responsible for coordinating resource support-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with resource support will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination resource support resources.

### **4.2 EOC Activation**

When a disaster occurs the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate resource support-related activities.

### **4.3 EOC Operations**

When resource support-related activities are staffed in the EOC, the resource support representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to resource support.
- Share situation status updates related to resource support to inform development of the Situation Report.
- Participate in, and provide resource support-specific reports for, EOC briefings.
- Assist in development and communication of resource support-related actions to tasked agencies.
- Monitor ongoing resource support-related actions.
- Share resource support-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate resource support-related staffing to ensure the function can be staffed across operational periods.

### **4.4 Access and Functional Needs Populations**

Provision of resource support-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

## 4.5 Coordination with Other ESFs

The following Emergency Support Functions support resource support-related activities:

**ESF 11 – Food and Water.**  
Identify and procure food and water resources to support identified needs.

**ESF 15 – Volunteers and Donations Management.**  
Coordinate provision of donated goods and services.

**All ESFs.** All functions will make resource requests through ESF 7 via the EOC.

## 5 ESF Annex Development and Maintenance

County Emergency Management will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 7 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 7 Resources
- Appendix B – ESF 7 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 7 EOC Representative Basic Checklist
- Appendix D – ESF 7 Work Plan

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## Appendix A ESF 7 Resources

The following resources provide additional information regarding ESF 7 resource support related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 7– Resource Support

### Federal

- National Response Framework
  - ESF 7 – Resource Support
- NIMS Resource Typing Guides

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## Appendix B ESF 7 Responsibilities by Phase of Emergency Management

ESF 7 Tasked Agencies	
Primary County Agencies	Jefferson County Emergency Management
Supporting County Agencies	Jefferson County Public Works
Community Partners	Local Municipalities
Primary State Agencies	OEM

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 7: Resource Support. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the Resource Support Function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 7 include:

#### All Tasked Agencies

- Develop operational plans for ESF 7 activities.
- Participate in ESF 7 related trainings and exercises as appropriate.

#### Emergency Management

- Coordinate regular review and update of the ESF 7 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF7 activities.
- Develop and maintain a Resource Support Plan for the County that includes procedures for addressing:
  - o Resource requesting
  - o Resource staging
  - o Resource tracking
  - o Resource demobilization

## ESF 7. Resource Support

- Develop plans for the establishment of logistic staging areas for internal and external response personnel, equipment, and supplies.
- Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.

## Response

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 7 include:

### All Tasked Agencies

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 7 activities.

### Emergency Management

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Logistics Section in the County EOC if needed.
- Establish communication between the Emergency Operations Center (EOC) and response agencies to determine the resources needed to support incident response and operations.
- Identify internal, jurisdiction-specific resources available to support response and recovery operations.
- Make a determination regarding the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- Provide logistical support for the operation and requests of the EOC Manager.
- Request support for resource support-related activities through the State ECC.

### Public Works Department

- Establish staging areas for emergency resources.
- Coordinate distribution of stockpiled assets.



## ESF 7. Resource Support

**Local Municipalities**

- Activate local and mutual aid resources to support emergency operations.
- Request additional support through the County EOC.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 7 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of resources requested and/or utilized as part of response operations.
- Coordinate all after-action activities and implement corrective actions as appropriate. All after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 7 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

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**Appendix C ESF 7 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.



**Appendix D ESF 7 Work Plan**

*Last Updated 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF # Annex	Emergency Management	TBD	High	2015	To be completed

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## **ESF 8 – Health and Medical**

*Last Updated: 05/11/2015*

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## ESF 8. Health and Medical

ESF 8 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Health Department (Public Health and Healthcare) Jefferson County Emergency Medical Services (Emergency Medical Services)
<b>Supporting County Agencies</b>	Jefferson County Emergency Management County Medical Examiner
<b>Community Partners</b>	Area Hospitals and Clinics
<b>Primary State Agencies</b>	Oregon Health Authority (OHA)

## 1 Introduction

**Jefferson County Public Health Department (JCPH) protects and promotes the health of its residents. During an emergency, this department is the lead county agency for Emergency Support Function (ESF) 8, Health and Medical. In this capacity, JCPH oversees public health and medical mitigation, preparedness, response and recovery activities for the County.**

**1.1 Purpose**

ESF 8 describes how the County will coordinate plans, procedures, and resources to support health and medical care during a time of emergency and/or a developing potential health and medical situation. It should be noted, however, that the intent of this plan is not to constrain JCPH personnel from taking common sense actions to accomplish a mission given the many potential scenarios that can unfold during an emergency. Rather, this ESF should be viewed as a foundation on which to manage a response.

### 1.2 Scope

Activities encompassed within the scope of ESF 8 include:

- Support local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.
- Coordinate and support stabilization of the public health and medical system in impacted jurisdictions.
- Support sheltering of persons with medical needs.
- Monitor and coordinate resources to support care and movement of persons with medical needs in impacted areas.

**ESF 8. Health and Medical**

- Support monitoring, investigating, and controlling potential or known threats and impacts to human health through surveillance, delivery of medical countermeasures and non-medical interventions.
- Support monitoring, investigating, and controlling potential or known threats to human health of environmental origin.
- Develop, disseminate, and coordinate accurate and timely public health and medical information.
- Monitor need for and coordinate resources to support fatality management services.
- Monitor need for and coordinate resources to support disaster behavioral health services.
- Support responder safety and health needs.
- Provide public health and medical technical assistance and support

**2 Situation and Planning Assumptions****2.1 Situation**

The County is faced with a number of hazards that may require health and medical support. Considerations that should be taken into account when planning for and implementing ESF 8 activities include:

- Hazards may result in mass casualties or fatalities, disruption of food and/or water distribution and utility services; loss of water supply, wastewater, and solid waste disposal services; and other situations that could create potential health hazards or serious health risks.
- One of the primary concerns of public health officials is disease control. This involves the prevention, detection, and control of disease-causing agents; maintaining safe water and food sources; and continuation of wastewater disposal under disaster conditions.
- Disaster and mass-casualty incidents take many forms. Proper emergency medical response must be structured to provide optimum resource application without total abandonment of day-to-day responsibilities.
- Large scale morgue and remains disposal is a significant issue for communities of any size.
- Traditional public health measures will likely to be taken in these instances. These measures include:

**ESF 8. Health and Medical**

- Epidemiological investigations to determine the source and nature of the disease or agent.

**2.2 Assumptions**

ESF 8 is based on the following assumptions:

- Emergencies and disasters may occur without warning at any time of day or night, and may cause mass casualties.
- Emergency health and medical services should be an extension of normal duties. Health/medical care will be adjusted to the size and type of disaster.
- A large-scale emergency is likely to overwhelm the local health system and severely impact the availability of staff, bed capacity, medical supplies and equipment.
- Some emergencies may require hospitals to set up alternate care sites or mobile hospitals.
- Use of nuclear, chemical, or biological weapons of mass destruction could produce a large number of injuries requiring specialized treatment that could overwhelm the local and state health and medical system.
- Public and private medical, health, and mortuary services resources will be available for use during emergency situations; however, local resources may be adversely impacted by the emergency.
- Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and access and functional needs populations may be damaged or destroyed in major emergency situations.
- If hospitals and nursing homes are damaged, it may be necessary to relocate significant numbers of patients to other comparable facilities elsewhere.
- Health and medical facilities which, survive emergency situations with little or no damage, may be unable to operate normally because of a lack of utilities or because staff are unable to report for duty as a result of personal injuries or damage to communications and transportation systems.
- Medical and health care facilities that remain in operation and have the necessary utilities and staff could be overwhelmed by the “walking wounded” and seriously injured victims transported to facilities in the aftermath of a disaster.

**ESF 8. Health and Medical**

- Uninjured persons who require frequent medications such as insulin and anti-hypertensive drugs, or regular medical treatment such as dialysis, may have difficulty obtaining these medications and treatments in the aftermath of an emergency situation due to damage to pharmacies and treatment facilities and disruptions caused by loss of utilities and damage to transportation systems.
- The Federal Strategic National Stockpile (SNS) can supply pharmaceuticals, medical supplies and equipment during emergencies through its 12-hour Push Packs, vendor-managed inventory (VMI), or buying power. The Governor, or Oregon Public Health Division (OPHD) administrator requests assets from the Centers for Disease Control and Prevention (CDC)
- In a major catastrophic event (including, but not limited to, epidemics, pandemics, and bioterrorism attacks), medical resources may be insufficient to meet demand, specialized equipment and/or treatment materials may be unavailable, and transportation assets may also be restricted due to contamination. No emergency plan can ensure the provision of adequate resources in such circumstances.
- Disruption of sanitation services and facilities, loss of power, and the concentration of people in shelters may increase the potential for disease and injury.
- Damage to chemical plants, sewer lines and water distribution systems, and secondary hazards such as fires could result in toxic environmental and public health hazards that pose a threat to response personnel and the general public. This includes exposure to hazardous chemicals, biological and/or radiological substances, contaminated water supplies, crops, livestock, and food products.
- The public may require guidance on how to avoid health hazards caused by the disaster or arising from its effects.
- The damage and destruction caused by a natural or technological event may produce urgent needs for mental health crisis counseling for victims and emergency responders.
- Emergency responders, victims, and others affected by emergency situations may experience stress, anxiety, and other physical and psychological symptoms that may adversely affect their daily lives. In some cases, disaster mental health services may be needed during response operations.

### 3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure ESF 8 related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting County Agencies**
  - Identified County agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## 4 Concept of Operations

### 4.1 General

All health and medical-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, JCPH is responsible for coordinating health and medical-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with health and medical will first be issued in accordance with established mutual aid agreements and once those

**ESF 8. Health and Medical**

resources have been exhausted, a request may be forwarded to the State ECC.

- The County EOC will provide guidance for the coordination health and medical resources.

**4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate health and medical service.

**4.3 EOC Operations**

When public health and medical-related activities are staffed in the EOC, the health and medical representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to search and rescue.
- Share situation status updates related to search and rescue to inform development of the Situation Report.
- Participate in, and provide search and rescue-specific reports for, EOC briefings.
- Assist in development and communication of health and medical-related actions to tasked agencies.
- Monitor ongoing search and rescue-related actions.
- Share search and rescue-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate health and medical staffing to ensure the function can be staffed across operational periods.

**ESF 8. Health and Medical****4.4 Access and Functional Needs Populations**

Provision of public health and medical related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support health and medical-related activities:

**ESF 1 – Transportation.**

Support transportation of medical resources to impacted areas.

**ESF 6 – Mass Care.**

Coordinate with ESF 8 for health and medical support to shelter operations.

**ESF 9 – Search and Rescue.**

Coordinate medical care for disaster victims.

**ESF 10 – Hazardous**

**Materials.** Provide for decontamination and medical of disaster victims contaminated by hazardous materials.

**ESF 11 – Food and Water.**

Provide for the safety of the food and water supply.

**5 ESF Annex Development and Maintenance**

The JCPH will be responsible for coordinating review and maintenance of this annex biannually. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks. Changes will be made based on lessons learned from the previous years' exercises or emergencies or, as needed, to reflect changes to federal, state, or local guidelines, plans, laws or regulations.

*See Appendix D – ESF 8 Work Plan for more information*

**6 Appendices**

Appendix A – ESF 8 Resources

Appendix B – ESF 8 Responsibilities by Phase of Emergency Management

Appendix C – ESF 8 Representative Checklist

Appendix D – ESF 8 Work Plan



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## Appendix A ESF 8 Resources

The following resources provide additional information regarding ESF 8 – health and medical related issues at the local, state, and federal level:

### Local

Public Health Emergency Preparedness Plans

Healthcare Facility Emergency Plans

### State

State of Oregon Emergency Operations Plan

- ESF 8 – Health and Medical

### Federal

National Response Framework

- ESF 8 – Public Health and Medical Services

- NIMS Implementation Objectives for Healthcare Facilities
- Hospital Incident Command System (HICS)

Homeland Security Presidential Policy Directive No. 21

- The National Health Security Strategy

Centers for Disease Control

- CDC Public Health Capabilities
- CDC Healthcare Capabilities

HHS Assistant Secretary for Preparedness and Response (ASPR) Hospital Preparedness Program

- Tier 2 Healthcare Coalition Guide

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## Appendix B ESF 8 Responsibilities by Phase of Emergency Management

ESF 8 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Health Department (Public Health and Healthcare) Jefferson County Emergency Medical Services (Emergency Medical Services)
<b>Supporting County Agencies</b>	Jefferson County Emergency Management County Medical Examiner
<b>Community Partners</b>	Area Hospitals and Clinics
<b>Primary State Agencies</b>	Oregon Health Authority (OHA)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 8 – Health and Medical. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the health and medical function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 8 include:

#### All Tasked Agencies

- Develop operational plans for ESF 8 activities.
- Participate in ESF 8 related trainings and exercises as appropriate.
- Work with local, regional, and state agencies to align planning efforts (e.g., identifying duplicate vendor agreements, Mutual Aid Agreements, common POD planning, etc.).

#### Jefferson County Public Health Department

- Coordinate regular review and update of the ESF 8 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 8 activities.
- Maintain local/regional public health capacity before, during, and after a disaster.

**ESF 8. Health and Medical**

- Develop and maintain emergency public health plans and other tools for the County that includes procedures for addressing:
  - Epidemiological surveillance
  - Medical countermeasures
  - Medical materials and asset management
  - Laboratory testing
  - Environmental health

**Jefferson County Emergency Medical Services**

- Develop and maintain emergency plans and other tools that includes procedures for addressing pre-hospital emergency medical services activities including:
  - Mass casualty incident response
  - Patient decontamination

**Emergency Management**

- Maintain operational capacity of the County EOC to support public health and medical activities.
- Ensure that staff are identified and adequately trained to fulfill their various county EOC positions.

**Medical Examiner**

- Develop and maintain emergency plans and other tools that includes procedures for:
  - Mass fatality incident response

**Area Hospitals and Clinics**

- Develop and maintain emergency plans and other tools that includes procedures for addressing:
  - Facility bed tracking
  - Healthcare system surge capacity
  - Healthcare facility evacuation
  - Alternate Care Facilities
  - Crisis Standards of Care
  - Medical Special Needs Sheltering

### Response

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 8 include:

#### All Tasked Agencies

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 8 activities.

#### Jefferson County Public Health

- Conduct local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.
- Conduct epidemiological surveillance activities and implement a robust public health response to biological hazards as needed.
- Coordinate medical surge operations to support the need for a rapidly expanding healthcare infrastructure.
- Coordinate the implementation of altered standards of care within the jurisdiction including, but not limited to the activation of alternate care sites.
- Activate medical special needs shelters as required/requested.
- Request vaccine from the Oregon Immunization Program (OIP) who, in turn, requests emergency vaccine from the CDC.
- Coordinate use of volunteer and paid temporary staff during an emergency.

#### Jefferson County Emergency Medical Services

- Coordinate pre-hospital EMS surge activities including mass triage protocols and patient decontamination response procedures as needed.
- Coordinate assignment of mass casualties to area medical facilities.
- Coordinate inter-state mutual aid partners (i.e., the National Ambulance Service Contract) through the State ECC ESF 8 – Public Health and Medical desk.

#### Emergency Management

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Health and Medical Branch in the County EOC if needed.

## ESF 8. Health and Medical

- Track the use of public health and medical resources through the EOC Finance Section.
- Work with the Public Information Officer and/or other ESF 14 representatives to craft public messaging.

**Medical Examiner**

- Coordinate mass fatality incident response.

**Area Hospitals and Clinics**

- Implement internal emergency preparedness measures including medical surge and disaster patient management protocols.
- Provide bed status updates frequently in Oregon Capacity System

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 8 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of activities related to the emergency provision of public health and medical services.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 8 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



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### Appendix C ESF 8 Representative Checklist

ACTIVATION AND INITIAL ACTIONS
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
INITIAL OPERATIONAL PERIODS
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
FINAL OPERATIONAL PERIODS
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

**Keys to Success****INFORMATION MANAGEMENT**

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

**RESOURCE MANAGEMENT**

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 8 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 8 Annex	Jefferson County Public Health	TBD	High	2015	To be completed





# ESF 9 – Search and Rescue

*Last Updated: 05/11/2015*

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ESF 9 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Sheriff's Office Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Emergency Medical Services
<b>Community Partners</b>	N/A
<b>Primary State Agencies</b>	Oregon Office of Emergency Management Oregon Office of State Fire Marshal

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 9 describes how the County will coordinate deployment of resources in both urban and non-urban search and rescue during a major disaster or incident.

### 1.2 Scope

Activities encompassed within the scope of ESF 9 include:

- Search and Rescue (SAR) operations within the County through the County Sheriff's Office
- Urban Search and Rescue (USAR) operations within the County through the local fire departments and districts.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require search and rescue support. Considerations that should be taken into account when planning for and implementing ESF 9 activities include:

- A major disaster or emergency situation may result in large numbers of displaced, stranded, lost or trapped individuals needing prompt rescue and medical attention.
- The first 72 hours of a search and rescue operation are the most critical in terms of reducing the mortality rate of an incident and therefore must begin as soon as possible.
- Search and rescue personnel often need to be trained to deal with extreme or dangerous terrain for operations in remote areas. Similarly, they may need to work in dangerous conditions such as partially collapsed structures or areas with hazardous materials. These situations

**ESF 9. Search and Rescue**

often require specialized skills that may not be available in a particular community and experts may need to be brought in from other areas.

- Strict search and rescue procedures may be implemented so as to avoid rescuers becoming victims themselves.
- Volunteer search and rescue personnel are familiar with the Incident Command System (ICS) and National Incident Management System (NIMS) organization and have completed the basic training in both.

**2.2 Assumptions**

ESF 9 is based on the following planning assumptions:

- Search and rescue operations will continue to increase as population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local search and rescue efforts may require technical assistance from other agencies and the State.
- Access to impacted locations may be limited due to steep or rocky terrain, water, or structural barriers. Some areas may only be accessible by aircraft or boat.
- Rapid assessment of impacted areas and lost individuals will assist in the determination of response priorities.
- Local residents and unaffiliated volunteers may initiate activities to assist in search and rescue operations and will require coordination and direction.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 9-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**ESF 9. Search and Rescue****■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All search and rescue incidents are managed using ICS/NIMS organizational structures and processes. A SAR Coordinator is appointed by the County Sheriff through a departmental special order, activates a command post, and implements an incident command structure.

All search and rescue-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Sheriff’s Office is responsible for coordinating search and rescue-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with search and rescue will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination of search and rescue resources.

### **4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish

**ESF 9. Search and Rescue**

communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate search and rescue-related activities.

**4.3 EOC Operations**

When search and rescue-related activities are staffed in the EOC, the search and rescue representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to search and rescue.
- Share situation status updates related to search and rescue to inform development of the Situation Report.
- Participate in, and provide search and rescue-specific reports for, EOC briefings.
- Assist in development and communication of search and rescue-related actions to tasked agencies.
- Monitor ongoing search and rescue-related actions.
- Share search and rescue-related information with ESF 14, Public Information, to ensure consistent public messaging.
- Coordinate search and rescue-related staffing to ensure the function can be staffed across operational periods.

**4.4 Access and Functional Needs Populations**

Provision of search and rescue-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support search and rescue-related activities:

**ESF 9. Search and Rescue**

- **ESF 4 – Firefighting.** Provide specialized resources to support SAR operations.
- **ESF 8 – Health and Medical.** Coordinate emergency medical services for disaster victims.
- **ESF 16 – Law Enforcement.** Provide specialized resources to support SAR operations.

## **5 ESF Annex Development and Maintenance**

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 9 Work Plan for more information*

## **6 Appendices**

- Appendix A – ESF 9 Resources
- Appendix B – ESF 9 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 9 Representative Checklist
- Appendix D – ESF 9 Work Plan

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## Appendix A ESF 9 Resources

The following resources provide additional information regarding ESF 9 and search and rescue related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF – 9 Search and Rescue

### Federal

- National Response Framework
  - ESF 9 – Search and Rescue



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## Appendix B ESF 9 Responsibilities by Phase of Emergency Management

ESF 9 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Sheriff's Office Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Emergency Management Jefferson County Emergency Medical Services
<b>Community Partners</b>	N/A
<b>Primary State Agencies</b>	Oregon Office of Emergency Management Oregon Office of State Fire Marshal

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 9 – Search and Rescue. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the search and rescue function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 9 include:

#### All Tasked Agencies

- Develop operational plans for ESF 9 activities.
- Participate in ESF 9 related trainings and exercises as appropriate.

#### Jefferson County Sheriff's Office

- Coordinate regular review and update of the ESF 9 annex with supporting agencies.
- Develop and maintain a Search and Rescue Plan for the County.

#### Area Fire Districts/Departments

- Coordinate regular review and update of the ESF 9 annex with supporting agencies.
- Develop and maintain plans and procedures for conducting urban/structural rescue and providing specialty rescue support.

## ESF 9. Search and Rescue

▪  
**Emergency Management**

- Facilitate collaborative planning to ensure County capability to support ESF 9 activities.
- Maintain operational capacity of the County EOC to support Search and Rescue activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include tracking of resources utilized in search and rescue operations.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 9 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 9 activities.

**Jefferson County Sheriff's Office**

- Coordinate search and rescue response operations for missing persons utilizing paid staff/officers or volunteers as deemed appropriate by the Incident Commander.

**Area Fire Districts/Departments**

- Coordinate search and rescue response operations as required for the following types of specialty rescue:
  - Urban/Structural Rescue
  - Specialty rescue (swift water, high angle, etc.)

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Search and Rescue Branch in the County EOC if needed.
- Track the use of Search and Rescue resources through the EOC Finance Section.

## ESF 9. Search and Rescue

**Jefferson County Emergency Medical Services**

- Assist with care and transport of injured persons received in search and rescue operations.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 9 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of Search and Rescue operations and the assets utilized during search and rescue related activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 9 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.

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**Appendix C ESF 9 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D: ESF 9 Work Plan**

*Last Updated: 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 9 Annex	County Sheriff's Office Area Fire Departments/Districts	TBD	High	2015	To be completed



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# ESF 10 – Hazardous Materials

*Last Updated: 05/11/2015*

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**ESF 10. Hazardous Materials**

<b>ESF 10 Tasked Agencies</b>	
<b>Primary County Agencies</b>	Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Sheriff's Office Jefferson County Emergency Management
<b>Community Partners</b>	Area Fixed Facilities and Transporters
<b>Primary State Agencies</b>	Oregon Department of Environmental Quality (DEQ) Oregon Office of State Fire Marshal (OSFM)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 10 describes how the County will provide respond to an actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster and coordinate the appropriate response to other environmental protection issues.

### 1.2 Scope

Activities encompassed within the scope of ESF 10 include:

- Coordinate the actions necessary to carry out functions related to providing response to hazardous materials related activities.
- Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released.

Oregon Health Authority (OHA) is the lead state agency for all radiological incidents except transportation incidents and occurrences at in-state and Hanford nuclear reactors and nuclear fuel storage facilities, which are managed by the Oregon Department of Energy (ODOE).

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require hazardous materials support. Considerations that should be taken into account when planning for and implementing ESF 10 activities include:

- Hazardous material incidents can threaten public health and safety, as well as the environment. While most hazardous materials incidents involve smaller volumes of material, they do require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.

**ESF 10. Hazardous Materials**

- The commencement of emergency response operations for hazardous materials incidents may require multiagency and multidisciplinary responses. Disciplines involved may include fire response, law enforcement, environmental containment and cleanup, fish and wildlife, emergency medical services, environmental health, and others if needed.
- Some incidents may not have immediately obvious impacts on life, property, and the environment but may still have subtle long-term consequences for human health and the environment that will require further remediation.
- The Oregon Department of Environmental Quality has overall responsibility for 24-hour environmental pollution prevention, preparedness, and response within the State.
- The emergency field response to incidents including hazardous materials spills and releases is the responsibility of the fire services or in the case of State highways, the Oregon Department of Transportation (ODOT) and/or Oregon State Police (OSP).

**2.2 Assumptions**

ESF 10 is based on the following planning assumptions:

- A natural or technological disaster could result in one or more situations in which hazardous materials are released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites that produce, generate, use, store, or dispose of hazardous materials) could be damaged so that existing spill control apparatus and containment measures are not effective.
- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, or airline incidents.
- Damage to, or rupture of, pipelines transporting materials that are hazardous if improperly released will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated materials.
- Laboratories responsible for analyzing hazardous material samples may be damaged or destroyed in a disaster.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 10-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This

**ESF 10. Hazardous Materials**

document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

**■ Primary County Agencies**

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

The local fire district would initially respond and assess the emergency situation and then request activation of the regional hazardous materials team for carrying out field response operations.

All hazardous materials-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the responding fire services agency is responsible for coordinating hazardous materials-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with hazardous materials will first be issued in accordance with established mutual aid agreements and once those



**ESF 10. Hazardous Materials**

resources have been exhausted, a request may be forwarded to the State ECC.

- The County EOC will provide guidance for the coordination of hazardous materials resources.

**4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate hazardous materials-related activities.

**4.3 EOC Operations**

When hazardous materials-related activities are staffed in the EOC, a fire department/district representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to hazardous materials.
- Share situation status updates related to hazardous materials to inform development of the Situation Report.
- Participate in, and provide hazardous materials-specific reports for, EOC briefings.
- Assist in development and communication of hazardous materials-related actions to tasked agencies.
- Monitor ongoing hazardous materials-related actions.
- Share hazardous materials-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate hazardous materials-related staffing to ensure the function can be staffed across operational periods.

**ESF 10. Hazardous Materials****4.4 Access and Functional Needs Populations**

Provision of hazardous materials-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support hazardous materials-related activities:

- **ESF 4 – Firefighting.** Provide specialized resources to support hazardous materials operations.
- **ESF 8 – Health and Medical.** Provide emergency first aid to contaminated victims.
- **ESF 16 – Law Enforcement.** Provide specialized resources to support hazardous materials operations.

**5 ESF Annex Development and Maintenance**

County Emergency Management, in coordination with Area Fire Districts/Departments, will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 10 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 10 Resources
- Appendix B – ESF 10 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 10 ESF Representative Basic Checklist
- Appendix D – ESF 10 Work Plan

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## Appendix A ESF 10 Resources

The following resources provide additional information regarding ESF 10 and hazardous materials-related issues at the local, state, and federal level:

### Local

- Local Mutual Aid / Resource Sharing Agreements

### State

- State of Oregon Emergency Operations Plan
  - ESF 10 – Hazardous Materials

### Federal

- National Response Framework
- ESF 10 – Oil and Hazardous Materials
- Northwest Area Contingency Plan
- National Contingency Plan

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## Appendix B ESF 10 Responsibilities by Phase of Emergency Management

ESF 10 Tasked Agencies	
<b>Primary County Agencies</b>	Area Fire Districts/Departments
<b>Supporting County Agencies</b>	Jefferson County Sheriff’s Office Jefferson County Emergency Management
<b>Community Partners</b>	Responsible Parties
<b>Primary State Agencies</b>	Oregon Department of Environmental Quality (DEQ) Oregon Office of State Fire Marshal (OSFM)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 10 – Hazardous Materials. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support hazardous materials function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 10 include:

#### All Tasked Agencies

- Develop operational plans for ESF 10 activities.
- Participate in ESF 10 related trainings and exercises as appropriate.

#### Emergency Management

- Coordinate regular review and update of the ESF 10 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 10 activities.
- Develop and maintain a Hazardous Materials Response Plan for the County.
- Maintain operational capacity of the County EOC to support a hazardous materials response capability.

**ESF 10. Hazardous Materials**

- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include assets utilized during a hazardous response.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 10 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 10 activities.

**Area Fire Districts/Departments**

- Provide initial response support for hazardous materials incidents.
- Request support through regional hazardous materials team.

**Sheriff's Office**

- Assist in scene security and traffic/crowd control operations.
- Coordinate evacuation activities.

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Hazardous Materials Branch in the County EOC if needed.
- Track the use of Hazardous Materials resources through the EOC Finance Section.

**Responsible Parties**

- If responsible, provide response support and funding for hazardous materials operations.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 10 include:

## ESF 10. Hazardous Materials

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of hazardous materials response operations.
- Coordinate all after-action activities and implement corrective actions as appropriate. All after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 10 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



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**Appendix C ESF 10 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 10 Work Plan**

*Last Updated: 05/08/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 10 Annex	Fire District	TBD	High	2015	To be completed

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# ESF 11 – Food and Water

*Last Updated: 05/11/2015*

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ESF 11. Food and Water

ESF 11 Tasked Agencies	
Primary County Agencies	Jefferson County Emergency Management
Supporting County Agencies	Jefferson County Public Health Department
Community Partners	American Red Cross
Primary State Agencies	Oregon Department of Agriculture (ODA) - Food Oregon Health Authority (OHA) - Water

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 11 describes how the County will identify food, water, and ice needs in the aftermath of a disaster or emergency; obtain these resources; and transport them to the impact area.

### 1.2 Scope

Activities encompassed within the scope of ESF 11 include:

- Assessment of food and water needs for areas impacted by disaster.
- Identification of food and water resources.
- Storage of food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to impacted areas.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may impact the availability of food and water for impacted communities. Considerations that should be taken into account when planning for and implementing ESF 11 activities include:

- A significant emergency or disaster may severely diminish food and water stores in a community.
- Communities without electricity for extended periods will lose the ability to refrigerate goods and household and supermarket supplies will spoil.

**ESF 11. Food and Water**

- The heat of summer may exacerbate any existing issues as ambient air temperature will increase the rate of spoilage and increase the need to use ice for other purposes.
- Damage to freshwater supplies and wastewater treatment systems may increase the risk of infection due to water borne illness and increase the demand for bottled water locally.
- Special needs populations may have special dietary restrictions on food and the preparation of meals.

**2.2 Assumptions**

ESF 11 is based on the following planning assumptions:

- The need for fresh food and water will likely overwhelm the County's local supply if electricity is not available for three (3) or more days.
- Damage projection models will be used to calculate the number of people affected in order to assess the amount of emergency food and water needed to meet anticipated demand.
- Quantity usage tables will provide the guidance on serving sizes provided. These tables will also help guide the forecasting of supply needs to provide resources to the community.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 11-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

**■ Primary County Agencies**

- Identified lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All food and water-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, Emergency Management is responsible for coordinating food and water-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with food and water will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination food and water resources.

### **4.2 EOC Activation**

When a disaster occurs, the Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate food and water-related activities.

### 4.3 EOC Operations

When food and water-related activities are staffed in the EOC, the appointed ESF 11 representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to food and water.
- Share situation status updates related to food and water to inform development of the Situation Report.
- Participate in, and provide food and water-specific reports for, EOC briefings.
- Assist in development and communication of food and water-related actions to tasked agencies.
- Monitor ongoing food and water-related actions.
- Share food and water-related information with ESF 14, Public Information, to ensure consistent public messaging.
- Coordinate food and water-related staffing to ensure the function can be staffed across operational periods.

### 4.4 Access and Functional Needs Populations

Provision of food and water-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

### 4.5 Coordination with Other ESFs

The following Emergency Support Functions support food and water-related activities:

**ESF 1 – Transportation.**

Assist in transportation of food and water supplies to impacted areas, including air support.

**ESF 3 – Public Works.**

Coordinate repair and restoration of the state's drinking water system.

**ESF 6 – Mass Care.**

Coordinate distribution of food and water supplies to impacted populations.

**ESF 7 – Resource Support.**

Identify food and water resources and coordinate staging of resources for distribution.

**ESF 11. Food and Water**

**ESF 8 – Health and Medical.** Ensure proper procedures are in place to ensure food safety.

**ESF 15 – Volunteers and Donations Management.** Coordinate donated food and water supplies.

**ESF 17 – Agriculture and Animal Protection.** Ensure the security of the County’s food system.

**ESF 18 – Business and Industry.** Coordinate with private sector partners to support ESF 11 activities.

## 5 ESF Annex Development and Maintenance

Jefferson County Emergency Management will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 11 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 11 Resources
- Appendix B – ESF 11 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 11 Representative Checklist
- Appendix D – ESF 11 Work Plan



## Appendix A ESF 11 Resources

The following resources provide additional information regarding ESF 11 related issues at the local, state, and federal level:

### Local

- Local vendor agreements
- Mutual Aid and Resource Sharing Agreements

### State

- State of Oregon Emergency Operations Plan
  - ESF 11 – Food and Water

### Federal

- National Response Framework
  - ESF 6 – Mass Care

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## Appendix B ESF 11 Responsibilities by Phase of Emergency Management

ESF 11 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Public Health Department
<b>Community Partners</b>	American Red Cross
<b>Primary State Agencies</b>	Oregon Department of Agriculture (ODA) - Food Oregon Health Authority (OHA) - Water

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 11 – Food and Water. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the food and water function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 11 include:

#### All Tasked Agencies

- Develop operational plans for ESF 11 activities.
- Participate in ESF 11 related trainings and exercises as appropriate.
- Work with local, regional, and state agencies to align planning efforts (e.g., identifying duplicate vendor agreements, Mutual Aid Agreements, common POD planning, etc.).

#### Emergency Management

- Coordinate regular review and update of the ESF 11 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF 11 activities.
  - Develop and maintain an Emergency Food and Water Plan for the County that includes procedures for addressing:
  - Stockpiling/ procuring food and water consumables.

## ESF 11. Food and Water

- Transporting food and water consumables to and from the warehouse/staging area.
  - Documenting the amounts food and water consumables provided to PODs and monitoring inventory status.
  - Providing for the sustenance needs of persons with dietary restrictions (i.e., infants, diabetics, renal patients, hypertensive patients, liquid diets, vegetarians, persons with cultural sensitivities, etc.
- Maintain operational capacity of the County EOC to support Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include tracking and use of assets utilized during food and water operations and activities.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 11 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 11 activities.

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Food and Water Branch in the County EOC if needed.
- Coordinate with community and faith-based partners to facilitate the distribution of donated relief supplies.
- Track the use of Food and Water resources through the EOC Finance Section.
- Request support for volunteers and donations activities through the State ECC.

**Public Health Department**

- Work with the Public Information Officer and/or other ESF 14 representatives to craft public messaging surrounding the safety of the County's food and water supply (e.g., boil notices).

## ESF 11. Food and Water

**American Red Cross**

- Assist in distribution of food and water supplies in coordination with mass care and shelter operations.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 11 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of activities related to the emergency provision of food and water.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 11 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.



**Appendix C ESF 11 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 11 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 11 Annex	Emergency Management	TBD	High	2015	To be completed

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## **ESF 12 – Energy**

*Last updated: 5/11/2015*



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ESF 12 Tasked Agencies	
Primary County Agencies	Jefferson County Public Works Department
Supporting County Agencies	Jefferson County Emergency Management
Community Partners	Area Utilities
Primary State Agencies	Oregon Department of Energy (ODOE) Public Utility Commission (PUC)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 12 describes how the County will coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of utilities during a major disaster or incident.

### 1.2 Scope

Activities encompassed within the scope of ESF 12 include:

- Coordinate with utilities operating in the County to ensure that the integrity of the supply systems are maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward.
- Monitor and coordinate the availability of electric generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels.
- Monitor and coordinate the restoration of utilizes for normal community functioning.
- Coordinate with private sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require utility support. Considerations that should be taken into account when planning for and implementing ESF 12 activities include:

- Emergencies, both natural and human-caused, can have significant effects on public and privately owned utilities in a community. The ability to quickly restore damaged water, power, natural gas, telephone,

**ESF 12. Energy**

and sewer systems is essential to minimizing a disaster's impacts on the safety, health, and economy of the area.

- The electrical power industry is organized into a network of public and private generation and distribution facilities. Through such networks, the electrical power industry has developed a capability to provide, reroute, and restore power under even the most extreme circumstances.
- A major disaster could destroy or disrupt all or a portion of the County's energy and utility systems.

**2.2 Assumptions**

ESF 12 is based on the following planning assumptions:

- A major disaster could destroy or damage portions of a region's energy and utility systems and disrupt local petroleum supplies.
- Widespread and possibly prolonged electric power failures could occur in a major disaster.
- The transportation and telecommunications infrastructures will be affected.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure problems and loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break, causing fire, danger of explosion, or health hazards such as inhalation of toxic substances.
- Water pressure may be low, hampering firefighting and impairing sewer system function.
- The Road Department, under an emergency proclamation, will require the authority to enter private property to evaluate and shut off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

### 3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure ESF 12-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

#### ■ Primary County Agencies

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

#### ■ Supporting County Agencies

- Identified County agencies with substantial support roles during major incidents.

#### ■ Community Partners

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## 4 Concept of Operations

### 4.1 General

All ESF 12-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the Public Works Department is responsible for coordinating ESF 12-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with energy-related activities will first be issued in accordance with established mutual aid agreements and once

those resources have been exhausted, a request may be forwarded to the State ECC.

- The County EOC will provide guidance for the coordination ESF 12 resources.

## 4.2 EOC Activation

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the primary county agencies listed in this ESF. The Primary County Agencies will coordinate with supporting county agencies and community partners to assess and report current capabilities to the EOC and activate departmental operations centers as appropriate. Primary and supporting county agencies may be requested to send a representative to staff the EOC and facilitate ESF 12-related activities.

## 4.3 EOC Operations

When ESF 12-related activities are staffed in the EOC, the Public Works Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to energy.
- Share situation status updates related to energy to inform development of the Situation Report.
- Participate in, and provide energy-specific reports for, EOC briefings.
- Assist in development and communication of ESF 12-related actions to tasked agencies.
- Monitor ongoing ESF 12-related actions.
- Share ESF 12-related information with ESF 14, Public Information, to ensure consistent public messaging.
- Coordinate ESF 12-related staffing to ensure the function can be staffed across operational periods.

#### 4.4 Access and Functional Needs Populations

Provision of ESF 12-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

#### 4.5 Coordination with Other ESFs

The following Emergency Support Functions support ESF 12-related activities:

**Transportation (ESF 1):** Identify impacts to the County's transportation infrastructure and develop priorities for repair and restoration.

**Communications (ESF 2):** Identify impacts to the County's communication infrastructure and develop priorities for repair and restoration.

**Public Information (ESF 14):** Provide situation status updates and subject matter expertise to inform development of public messaging.

**Business and Industry (ESF 18):** Coordinate with private sector partners to support ESF 12 activities.

### 5 ESF Annex Development and Maintenance

The Public Works Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 12 Work Plan for more information*

### 6 Appendices

- Appendix A – ESF 12 Resources
- Appendix B – ESF 12 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 12 Representative Checklist
- Appendix D – ESF 12 Work Plan



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## Appendix A ESF 12 Resources

The following resources provide additional information regarding ESF 12 and energy related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 12 – Energy
- Oregon State Energy Assurance Plan

### Federal

- National Response Framework
  - ESF 12 – Energy

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## Appendix B ESF 12 Responsibilities by Phase of Emergency Management

ESF 12 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Public Works Department
<b>Supporting County Agencies</b>	Jefferson County Emergency Management
<b>Community Partners</b>	Area Utilities
<b>Primary State Agencies</b>	Oregon Department of Energy (ODOE) Public Utility Commission (PUC)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 12 – Energy. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 12 include:

#### All Tasked Agencies

- Develop operational plans for ESF 12 activities.
- Participate in ESF 12 related trainings and exercises as appropriate.

#### Public Works Department

- Coordinate regular review and update of the ESF 12 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF12 activities.
- Procure and maintain sources of backup power and fuel including emergency generators.
- Pre-identify public works and debris clearance priorities that will support restoration of lifeline utilities.

#### Emergency Management

- Maintain operational capacity of the County EOC to support volunteers and donations activities.

**Area Utilities**

- Develop response and restoration plans to ensure lifeline utilities are restored as quickly as possible after a disruption.
- Establish an emergency management organization that is able to establish communication with the County EOC.

**Response**

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 12 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC, as required, to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 12 activities.

**Public Works Department**

- Coordinate public works and debris clearance activities to support restoration of lifeline utilities.
- Ensure appropriate backup power sources and fuel supplies are available to support County emergency operations.

**Emergency Management**

- Coordinate with the EOC Planning Section to determine the status of the County's energy infrastructure.
- Establish a Public Works Branch in the County EOC if needed.
- Coordinate with area utility partners to facilitate the efficient restoration of lifeline utilities.
- Monitor the status of lifeline utilities and provide situation status updates to the County PIO to inform public messaging.
- Assist county and community partners with obtaining fuel in support of emergency operations.
- Request support for energy-related activities through the State ECC.

**Area Utilities**

- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.

## ESF 12. Energy

- Repair and restore lifeline utilities.
- Report status of utility systems to the County EOC.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 12 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 12 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

**Area Utilities**

- Conduct repair and restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.

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**Appendix C – ESF 12 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.



## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D – ESF 12 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 12 Annex	Public Works Department	TBD	High	2015	To be completed

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## **ESF 13 – Military Support**

*Last Updated: 05/11/2015*

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## ESF 13. Military Support

ESF 13 Tasked Agencies	
Primary County Agencies	Jefferson County Emergency Management
Supporting County Agencies	Jefferson County Sheriff's Office
Community Partners	None at this time.
Primary State Agencies	Oregon Military Department (OMD)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 13 is intended to create awareness regarding the State's coordination of military support to civil authorities in times of emergency.

*See the State of Oregon's ESF 13 – Military Support for more information.*

### 1.2 Scope

Activities encompassed within the scope of ESF 13 include awareness of Oregon National Guard (Guard) forces and military resources that may be called in to assist civil authorities with the protection of life and property, and to maintain peace, order, and public safety.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require support to civil authorities by the Guard. Considerations that should be taken into account when planning for and implementing ESF 13 activities include:

- A significant disaster or emergency event may result in widespread damage to existing civil infrastructure and displace great numbers of people thus requiring a rapid, self-contained, self-sufficient deployment of skilled personnel and equipment.
- The National Guard is the only U.S. military force that operates across both state and federal responses, leveraging State Active Duty (SAD), Full-Time National Guard Duty (Title 32), and Active Duty (Title 10) personnel. While SAD, Title 32, and Title 10 are different statuses and roles, they provide mutually supporting capability.
- When Army National Guard units are not under federal control, the Governor is the commander-in-chief of the State of Oregon. The Guard is supervised by the Adjutant General of the state who also serves as the Director or Commanding General of the state military forces.



**ESF 13. Military Support**

- The Governor can activate National Guard personnel to SAD in response to natural or man-made disasters or Homeland Defense missions.

**2.2 Assumptions**

ESF 13 is based on the following planning assumptions:

- Guard assets are available for state missions. It is understood that the Federal wartime mission of all Department of Defense (DOD) assets takes priority over state missions. If the Guard is federalized it will not be available for state tasking.
- Post-disaster impact/needs assessments are an ongoing process as needs cannot be fully determined in the initial response phase of a major disaster.

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**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 13-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identified lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting County Agencies**
  - Identified County agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

**ESF 13. Military Support**

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

**4 Concept of Operations****4.1 General**

All ESF 13-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

**4.2 Military Support**

The Oregon Military Department is the headquarters for the Army and the Air National Guard and supervises all matters pertaining to personnel administration, support, and logistical support of the Guard, State Defense Force, OEM, and all state-owned or leased armories, posts, camps, military reservations and rifle ranges.

Guard units are trained and equipped to aid in providing law enforcement, medical care, traffic control, firefighting support, resource distribution, potable water transportation, mass feeding of disaster victims, establishing communications networks with fixed and mobile radios, providing aerial surveillance of a disaster area, and the provision of limited electric power from portable generators. The Guard may also assist in search and rescue, lifesaving, and air ambulance missions.

In peacetime, the Guard is under the command of the Governor with its active command and administration vested in the Adjutant General. When directed by the Governor through a declaration of a “State of Emergency”, the Guard may be placed in a state of Active Duty status, with the state bearing financial responsibility for the committed forces to include wages, fuel, equipment maintenance, and other expenses.

It is the policy of the Governor and the Adjutant General to mobilize only those Guard resources necessary to respond to the emergency situation.

The Oregon Military Department operates a Joint Operations Center that controls the response activities of all Guard units. Oregon Military Department maintains a presence in the State ECC whenever the ECC is activated.

Specific emergency management restrictions:

- No State agency or local jurisdiction may employ Guard assets without the State ECC approval. The exception to this rule is that area Commanders may render immediate aid to save lives and protect property under circumstances outlined in National Guard Regulation (NGR) 500-1, Military Support to Civil Authorities.

**ESF 13. Military Support**

- In general terms, Guard assets may be deployed under the following conditions:
  - The situation is beyond the control of local authorities and formal assistance has been requested through the declaration process.
  - Requested resources are not available from commercial sources and are deployed to supplement, not replace, local efforts.
  - Assistance is limited to those tasks that the Guard can accomplish more effectively or efficiently than another State agency.
- Guard resources specifically requested by State agencies or local jurisdictions will generally be provided on a cost reimbursable basis.

**4.3 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 13-related activities:

**ESF 1 – Transportation.**

Assist in transportation of military personnel to impacted areas.

**ESF 2 – Communications.**

Augment communications resources.

**ESF 3 – Public Works.**

Assist in damage assessment, debris management, and infrastructure restoration.

**ESF 10 – Hazardous**

**Materials.** Provide support for Chemical, Biological, Radiological, Nuclear, and Explosive (CBRNE) incidents.

**ESF 16 – Law**

**Enforcement.** Provide support for law enforcement agencies

**5 ESF Annex Development and Maintenance**

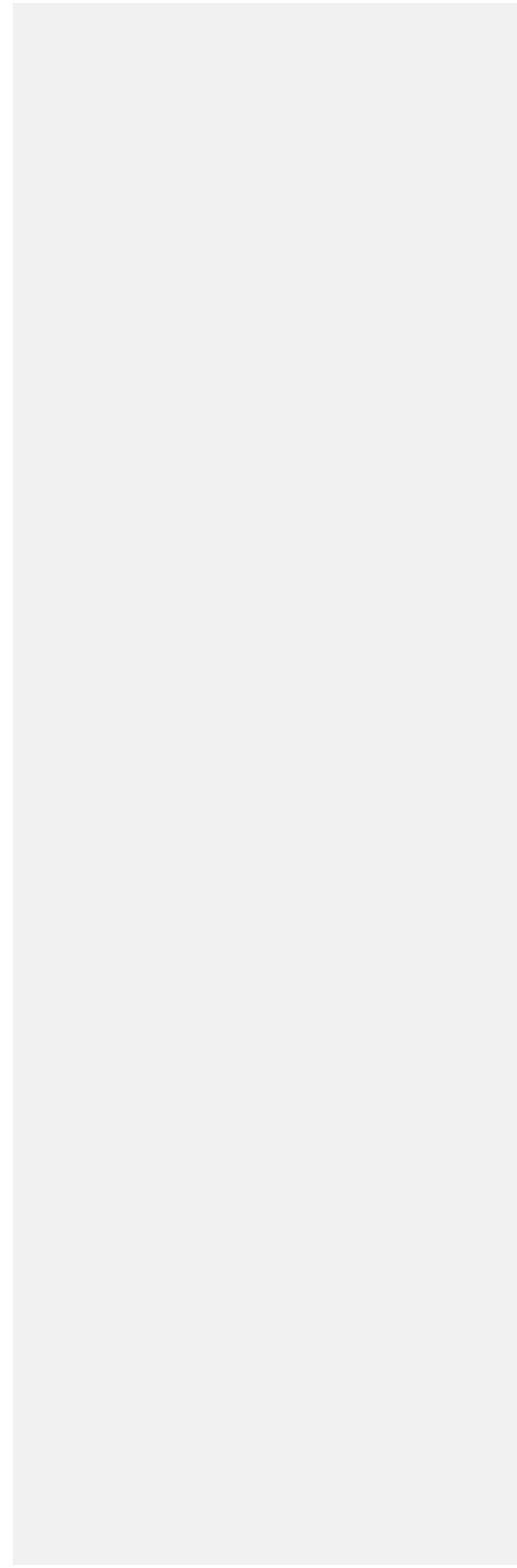
County Emergency Management will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

**6 Appendices**

- Appendix A – ESF 13 Resources
  - Attachment 1 – Military Support Overview
- Appendix B – ESF 13 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 13 Representative Checklist

- Appendix D – ESF 13 Work Plan

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## Appendix A ESF 13 Resources

The following resources provide additional information regarding ESF 13 and military support related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 13 – Military Support

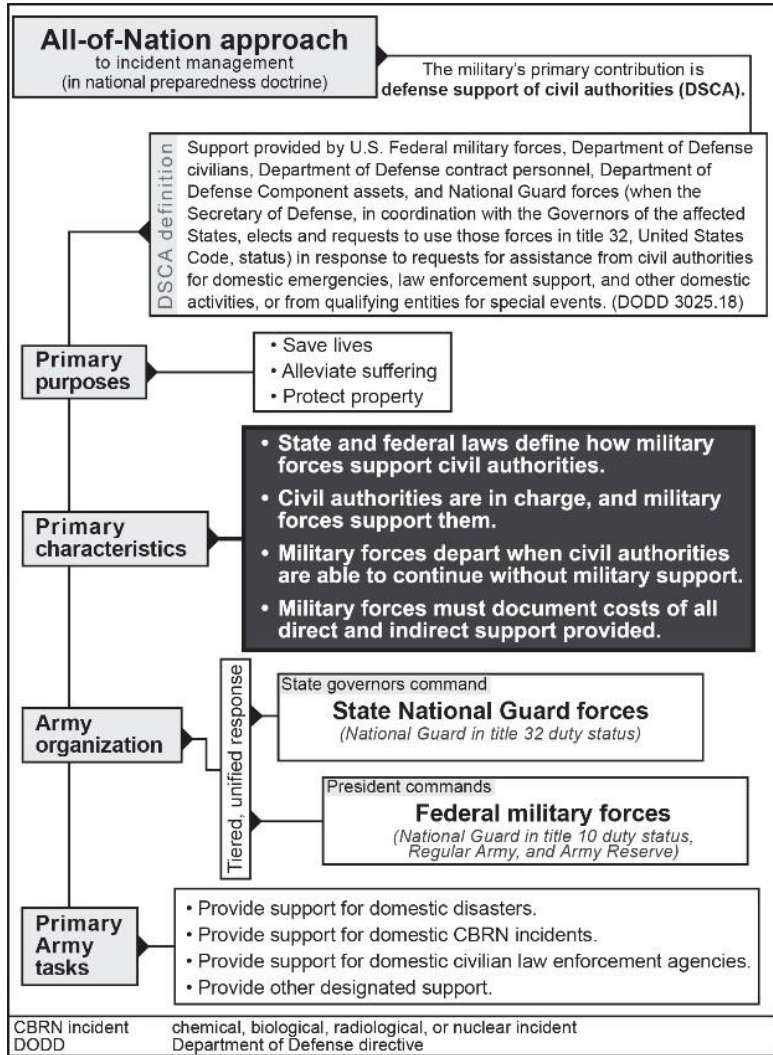
### Federal

- Legislation
  - Posse Comitatus Act (Title 18, U.S. Code, Section 1385)
- Federal Emergency Management Agency
  - National Response Framework
  - National Incident Management System

### Nonprofit Non-governmental Organization

- National Emergency Management Association (NEMA)
  - State Emergency Management Agency Handbook

Appendix A Attachment 1 – Military Support Overview



### Appendix B ESF 13 Responsibilities by Phase of Emergency Management

ESF 13 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Sheriff's Office
<b>Community Partners</b>	None at this time
<b>Primary State Agencies</b>	Oregon Military Department (OMD)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 13 – Military Support. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

#### Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 13 include:

##### All Tasked Agencies

- Develop operational plans for ESF 13 activities.
- Participate in ESF 13 related trainings and exercises as appropriate.

##### Emergency Management

- Maintain operational capacity of the County EOC to support the integration, direction, and control of the Oregon National Guard during emergency response operations.

#### Response

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 13 include:



## ESF 13. Military Support

**All Tasked Agencies**

- Provide situational updates to the County EOC, as required, to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 13 activities.

**Emergency Management**

- Coordinate with the EOC Planning Section to determine the operational status and posture of National Guard assets.
- Establish a Military Support Branch in the County EOC if needed.
- Request support for military-related activities through the State ECC.

**Oregon Military Department**

- Work in concert with local emergency management and other local level officials to maintain local level operational control of incident response activities.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 13 include:

**All Tasked Agencies**

- Demobilize response activities.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 13 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.



### Appendix C ESF 13 Representative Checklist

ACTIVATION AND INITIAL ACTIONS
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
INITIAL OPERATIONAL PERIODS
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
FINAL OPERATIONAL PERIODS
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

**Keys to Success****INFORMATION MANAGEMENT**

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

**RESOURCE MANAGEMENT**

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 13 Work Plan**

*Last Updated: 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 13 Annex	Jefferson County Emergency Management	TBD	High	2015	To be completed

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## **ESF 14 – Public Information**

*Last Updated: 05/11/2015*

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ESF 14. Public Information

ESF 14 Tasked Agencies	
Primary County Agencies	Jefferson County Sheriff's Office
Supporting County Agencies	Jefferson County Administrator Jefferson County Board of Commissioners Jefferson County Emergency Management
Community Partners	Local Municipalities
Primary State Agencies	Oregon Office of Emergency Management (OEM)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 14 describes how the County will disseminate information to the public and other partners during times of emergency (e.g., evacuation/shelter-in-place orders, water boil notices, emergency sheltering information, situational awareness notifications, etc.).

### 1.2 Scope

Activities encompassed within the scope of ESF 14 include:

- Support County departments and local and tribal partners in the timely and accurate dissemination of information to the public, the media, and the private sector.
- Support the development of consistent and accurate messaging.

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may necessitate the dissemination of information to the public and other partners. Considerations that should be taken into account when planning for and implementing ESF 14 activities include:

- The ability to disseminate information to the public during a disaster can be hampered by a variety of things including power outages and damage to telecommunication infrastructure.
- Providing information to the public during a disaster or emergency event can be crucial in reducing the mortality rate and avoiding panic situations. It can also reduce the effect of secondary threats or impacts so that the public is able to take preventative measures.
- The Emergency Alert System (EAS) is the principal method for the dissemination of emergency warnings and providing instruction to the

**ESF 14. Public Information**

public. The system relies on telecommunication infrastructure which can be damaged or destroyed during a large scale emergency.

**2.2 Assumptions**

ESF 14 is based on the following planning assumptions:

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- A public education and information program will help save lives and property during emergencies and disasters if the public knows how to prepare for them.
- In an emergency situation, the public will demand information about the emergency and the protective actions being taken.
- Local print and broadcast media will cooperate in broadcasting, publishing, and posting on the web detailed disaster-related instructions for the public.
- Normal means of communications in the affected areas may be either destroyed or largely incapacitated; therefore, only limited and incomplete information is anticipated from the disaster area until communications can be restored.
- Responding agencies will provide information to reduce public concerns about the incident and response activities.
- Sufficient numbers of trained support personnel will be available to help coordinate public information and interface with the media and appropriate agencies.
- Demands for information from media outside the jurisdiction will be significantly increased in a disaster.
- Rumor control procedures directed by the designated County Public Information Officers (PIOs) should prevent incorrect information from affecting emergency response activities.
- The County PIOs maintain a listing of media contacts and EAS networks and relies on those contacts and networks for the dissemination of emergency public information.
- In a significant disaster or emergency event a JIC may be set up to help facilitate the information flow between agencies and the general public.

**ESF 14. Public Information**

- Information is one of the first casualties of a disaster. Rumors often abound and information is usually sketchy at best. It may be hours before officials know the facts. The lack of information or contradictory information may cause confusion. The public may accept as valid rumors, hearsay, and inaccurate information that may cause unnecessary fear and confusion.

### **3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 14-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**

- Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

- **Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

- **Community Partners**

- Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All ESF 14-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

**ESF 14. Public Information**

- In accordance with the Basic Plan and this ESF Annex, The County Sheriff's Office is responsible for coordinating ESF 14-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with public information will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination public information resources.

**4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 14-related activities.

**4.3 EOC Operations**

When ESF 14-related activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to public information.
- Share situation status updates related to public information to inform development of the Situation Report.
- Participate in, and provide ESF 14-specific reports for, EOC briefings.
- Assist in development and communication of ESF 14-related actions to tasked agencies.
- Monitor ongoing ESF 14-related actions.

**ESF 14. Public Information**

- Coordinate ESF 14-related staffing to ensure the function can be staffed across operational periods.

**4.4 Joint Information System**

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A Joint Information System (JIS) will be implemented in conjunction with the Incident Command System (ICS), and a local and/or regional Joint Information Center (JIC) will be established under Unified Command. During a regional or statewide event, the County will ensure that procedures are coordinated with those implemented by State and regional PIOs.

Depending on the size and nature of an incident, the JIC may be co-located with an existing EOC/command post or could be designated as an independent facility. A lead PIO, representing the lead agency for the response, will be assigned to the incident and will maintain the following responsibilities:

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the general public and media partners.
- Implement information clearance processes set by the EOC Controller.
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

**4.5 Working with the Media****4.5.1 Media Briefing Facilities**

During an emergency, media briefing areas may be established in the closest available facility that is capable of handling them.

**4.5.2 Media Access to the Scene**

- In cooperation with the EOC and the Safety Officer, the on-scene Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration for the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media “pool” may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a “staged” photo opportunity to tape

**ESF 14. Public Information**

response vehicles or support activities may satisfy the media's need for video footage.

- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.
- Victims and families should be provided access to public officials without having to face media, as appropriate.
- The media may be allowed access to response personnel, at the discretion of the on-scene Incident Commander, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

**4.6 Access and Functional Needs Populations**

Provision of ESF 14-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.7 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 14-related activities:

- **All ESFs.** All functions will provide situation status updates and subject matter expertise to inform development of public messaging.

**5 ESF Annex Development and Maintenance**

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 14 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 14 Resources
- Appendix B – ESF 14 Responsibilities by Phase of Emergency Management

**ESF 14. Public Information**

- Appendix C – ESF 14 Representative Checklist
- Appendix D – ESF 14 Work Plan



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## Appendix A ESF 14 Resources

The following resources provide additional information regarding ESF 14 public information related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 2 – Communications
  - ESF 14 – Public Information

### Federal

- National Response Framework
  - ESF 2 – Communications
  - ESF 15 – External Affairs
- Federal Integrated Public Alert and Warning System (IPAWS)

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## Appendix B ESF 14 Responsibilities by Phase of Emergency Management

ESF 12 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Sheriff
<b>Supporting County Agencies</b>	Jefferson County Administrator Jefferson County Board of Commissioners Jefferson County Emergency Management
<b>Community Partners</b>	Local Municipalities
<b>Primary State Agencies</b>	Oregon Office of Emergency Management (OEM)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 14 – Public Information. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 14 include:

#### All Tasked Agencies

- Develop operational plans for ESF 14 activities.
- Participate in ESF 14 related trainings and exercises as appropriate.

#### Jefferson County Sheriff’s Office

- Coordinate regular review and update of the ESF 14 annex with supporting agencies.
- Participate in required trainings and exercises to develop the skill-sets required to effectively serve as the jurisdiction’s Public Information Officer.
- Coordinate and operate a Joint Information Center to support the coordination of public messaging amongst multiple response partners.
- Maintain a media contact roster.
- Facilitate collaborative planning to ensure County capability to support ESF14 activities.

## ESF 14. Public Information

**Emergency Management**

- Maintain operational capacity of the County EOC to support public information activities.
- Develop pre-scripted warning messages for known hazards.
- Develop methods for distribution of materials to the public, including materials for non-English-speaking groups, if appropriate.

**Response**

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 14 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC, as required, to allow for the development of timely and accurate public messaging.
- Provide a representative to the County EOC, when requested, to support ESF 14 activities.

**Sheriff's Office**

- Provide a qualified PIO to support the EOC.
- Coordinate the overall emergency public information efforts of the County.
- Develop accurate and complete information about the incident for both internal and external consumption.
- Serve as the official County representative in the JIC.
- In cooperation with the Emergency Management, coordinate with broadcasters to develop procedures for local government to disseminate warning messages and emergency information through the broadcast media.
- Authenticate sources of information, verify them for accuracy, and obtain authorization before issuing news releases.
- Provide authorized news releases to the media.
- Monitor media coverage of emergency operations for accuracy of reports and issue corrections where necessary.
- Take action to control rumors.
- Brief potential Incident Commanders, department heads and key staff, and EOC staff on basic public information needs, working with the media, and media access during emergency operations.

**ESF 14. Public Information**

- Compile printed, video, and photographic documentation of the emergency.
- Anticipate and be prepared to handle unscheduled inquiries from the media and the public.
- Manage the release of emergency public information and warnings.
- Clear with appropriate authorities, and disseminate accurate and timely information related to the

**Emergency Management**

- Establish a Public Information Branch in the County EOC if needed.
- Establish and facilitate operations of a Joint Information Center, as appropriate.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 14 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 14 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

**Emergency Management**

- Conduct public education programs as an ongoing activity.

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**Appendix C ESF 14 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.



## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D – ESF 14 Work Plan**

*Last Updated 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 14 Annex	County Sheriff's Office	TBD	High	2015	To be completed

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## **ESF 15 – Volunteer and Donations**

*Last Updated: 05/11/2015*

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ESF 15. Volunteer and Donations

ESF 15 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Finance Department Jefferson County Human Resources Department Jefferson County Attorney
<b>Community Partners</b>	Community and Faith-Based Organizations
<b>Primary State Agencies</b>	Oregon Office of Emergency Management

## 1 Introduction

### 1.1 Purpose

ESF 15 describes how the County will coordinate with community and faith-based agencies to:

- Effectively coordinate the activities/management of pre-identified and established affiliated volunteers and solicited donations.
- Coordinate with community and faith-based groups to manage spontaneous and/or unaffiliated volunteers as well as unsolicited donations (physical and monetary).

### 1.2 Scope

Activities encompassed within the scope of ESF 15 include:

- Coordinate the disaster response activities of volunteers affiliated with County recognized community and faith-based groups,
- Coordinate and/or providing guidance on the management and/or utilization of solicited donations (physical and monetary) received by County recognized community and faith-based groups ,
- Managing spontaneous/unaffiliated volunteers and unsolicited donations and referring those resources to appropriate County-recognized community and faith-based groups.
- Providing guidance to community and faith-based groups engaged in the management of spontaneous/unaffiliated volunteers and/or unsolicited donations as requested.

This annex does not supersede the plans, policies, or procedures of voluntary organizations, nor does it affect donations or volunteer assistance offered directly to voluntary agency partners. This annex also does not address organized volunteer resources that have been pre-vetted to support a specific function. Those resources will be addressed by the appropriate ESF. For example, coordination of Medical Reserve Corps volunteers will be the responsibility of ESF 8 – Health and Medical. Business and industry (private sector) support of response and recovery operations is addressed in ESF 18 – Business and Industry.



**ESF 15. Volunteer and Donations**

Identification of unmet needs and bulk distribution of emergency supplies is addressed in ESF 6 – Mass Care.

## **2 Situation and Assumptions**

### **2.1 Situation**

The County is faced with a number of hazards that may require coordination of spontaneous volunteers and unsolicited donations to support response and recovery activities. The County is also supported by numerous community- and faith-based partners who are able to assist facilitating volunteer support and donations management to address unmet needs. The following considerations should be taken into account when planning for the coordination and management of volunteers and donations:

- During large-scale incidents, a surge spontaneous/unaffiliated volunteers and/or unsolicited donations may jam distribution channels; overwhelm County government and volunteer agencies; and hamper County response operations.
- Despite good intentions, during a disaster spontaneous/unaffiliated volunteers and unsolicited donations are often underutilized and are often problematic for established response agencies.
- The lack of an organized system to manage physical donations (i.e., receiving, sorting, prioritizing, and distributing) has the potential to severely reduce the effectiveness of County response operations.
- Careful planning reduces problems associated with spontaneous, unaffiliated volunteers.
- The timely release of information to the public regarding needs and collection points is essential to the management of donated goods and services.
- Coordinating the efforts of multiple volunteer agencies is necessary to avoid duplication of effort and redundancy in the provision of services.

### **2.2 Assumptions**

ESF 15 is based on the following planning assumptions:

- The arrival of spontaneous/unaffiliated volunteers is expected.
- Donations of unsolicited, non-useful, and unwanted goods can be expected.
- Municipalities residing within the County are responsible for coordinating response activities within their own jurisdictional boundaries, including the management of volunteers and donations.

**ESF 15. Volunteer and Donations**

- Community and faith-based organizations are experienced in managing volunteers and donations and have the capacity to receive, process, and deliver goods and services the affected population; therefore, the County will look to those organizations to implement their existing plans, policies, and procedures.
- The County is working to develop a robust network of community and faith-based organizations, and recognizes those agencies based upon their membership in a local ‘Volunteer Organizations Active in Disasters’ (VOAD). Non-VOAD community and faith-based groups may be utilized during a disaster at the discretion of County Sheriff’s Office and VOAD leadership.

### **3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 15-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**

Identify lead agencies for emergency functions based on the agency’s coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

- **Supporting County Agencies**

Identified County agencies with substantial support roles during major incidents.

- **Community Partners**

Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## 4 Concept of Operations

### 4.1 General

All ESF 15-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the Sheriff's Office is responsible for coordinating ESF 15-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with volunteer and donations management will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination volunteer and donations management resources.

### 4.2 EOC Activation

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 15-related activities.

### 4.3 EOC Operations

When ESF 15-related activities are staffed in the EOC, the ESF 15 representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to volunteer and donations management.
- Share situation status updates related to volunteer and donations management to inform development of the Situation Report.
- Participate in, and provide ESF 15-specific reports for, EOC briefings.

**ESF 15. Volunteer and Donations**

- Assist in development and communication of ESF 15-related actions to tasked agencies.
- Monitor ongoing ESF 15-related actions.
- Share ESF 15-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate ESF 15-related staffing to ensure the function can be staffed across operational periods.

**4.4 Access and Functional Needs Populations**

Provision of ESF 15-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 15-related activities:

**Transportation (ESF 1):**

Coordinate transportation of donated goods and volunteers to impacted areas.

**Mass Care (ESF 6):** Identify unmet community needs and coordinate distribution of goods and services to impacted populations.

**Resource Support (ESF 7):** Identify resource needs and coordinate with ESF 15 to address them.

**Health and Medical (ESF 8):**

Coordinate healthcare volunteer (i.e. Medical Reserve Corps.) support.

**Food and Water (ESF 11)**

Coordinate donations of food and water supplies.

**Public Information (ESF 14):**

Inform the public of how to effectively support response and recovery through volunteering and donations.

**5 ESF Annex Development and Maintenance**

County Emergency Management will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 15 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 15 Resources

**ESF 15. Volunteer and Donations**

- Appendix B – ESF 15 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 15 Representative Checklist
- Appendix D – ESF 15 Work Plan



## Appendix A ESF 15 Resources

The following resources provide additional information regarding ESF 15 volunteer and donations related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 15 – Volunteers and Donations

### Federal

- National Response Framework

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## Appendix B ESF 15 Responsibilities by Phase of Emergency Management

ESF 15 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Finance Department Jefferson County Human Resources Department Jefferson County Attorney
<b>Community Partners</b>	Community and Faith-Based Organizations
<b>Primary State Agencies</b>	Oregon Office of Emergency Management

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 15 – Volunteers and Donations. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 15 include:

#### All Tasked Agencies

- Develop operational plans for ESF 15 activities.
- Participate in ESF 15 related trainings and exercises as appropriate.

#### Emergency Management

- Coordinate regular review and update of the ESF 15 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF15 activities.
- Develop and maintain a Volunteers and Donations Plan for the County that includes procedures for addressing:
  - Spontaneous/unaffiliated volunteers
  - Unsolicited donations (physical and monetary)
  - Coordination with community- and faith-based partners



**ESF 15. Volunteer and Donations**

- Maintain operational capacity of the County EOC to support volunteers and donations activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC to include tracking of volunteers and donations.
- Facilitate, in coordination with citizen emergency preparedness organizations (i.e. CERT, Citizen Corps), the recruitment, training, and equipping of a cadre of disaster relief volunteers.

**Finance Department**

- Establish financial protocols for the management of monetary donations.

**Human Resources Department**

- Establish protocols for the credentialing and tracking of volunteers.

**County Attorney**

- Advise on the legal implications and liability issues arising from volunteer and donations management.

**Community and Faith-Based Organizations**

- Maintain an inventory of available volunteer resources to support response and recovery activities.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 15 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 15 activities.

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Volunteers and Donations Branch in the County EOC if needed.
- Designate a Volunteer Manager and coordinate establishment of a volunteer reception center or facility to facilitate the receiving, registering, and referral of spontaneous/unaffiliated volunteers.

**ESF 15. Volunteer and Donations**

- Designate a Donations Manager and coordinate establishment of donations reception points/staging areas, as needed.
- Coordinate with community and faith-based partners to facilitate the matching of volunteers with unmet needs.
- Coordinate with community and faith-based partners to facilitate the distribution of donated relief supplies.
- Track the use of volunteers and donated resources through the EOC Finance Section.
- Communicate information to the public about how to volunteer and/or donate through the Public Information Officer.
- Request support for volunteers and donations activities through the State ECC.

**Finance Department**

- Manage the receipt of unsolicited and/or undesignated monetary donations in accordance with county, state, and federal statute.

**Community and Faith-Based Organizations**

- Assist with the delivery of food, shelter, fuel, clothing, transportation, financial assistance, victim registration and inquiry, and other essential services.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 15 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Emergency Management**

- Coordinate the demobilization of the volunteer reception center.
- Coordinate the demobilization of any donations reception points/ staging areas, etc.

**ESF 15. Volunteer and Donations**

- Compile and keep all documentation collected relating to the management of spontaneous volunteers and unsolicited donations.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Community and Faith-Based Organizations**

- Distribute surplus items through existing charitable networks.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 15 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.
- Conduct public information campaigns, and continuously remind and encourage citizens, to:
  - Join recognized community and faith-based organizations cadre of disaster volunteers before a disaster strikes.
  - Contribute financial/monetary donations rather than physical donations unless otherwise requested.
  - Give charitable donations directly to disaster relief organizations rather than to the County.



**Appendix C ESF 15 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 15 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 15 Annex	Public Works Department	TBD	High	2015	To be completed

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# ESF 16 – Law Enforcement

*Last Updated: 05/11/2015*



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ESF 16 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Sheriff's Office
<b>Supporting County Agencies</b>	Jefferson County Justice Department Jefferson County Emergency Management
<b>Community Partners</b>	Area Law Enforcement Agencies Area Fire Districts/Departments Oregon Department of Corrections (Deer Ridge)
<b>Primary State Agencies</b>	Oregon State Police (OSP)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 16 describes how the County will support law enforcement activities during a time of emergency.

### 1.2 Scope

Activities encompassed within the scope of ESF 16 include:

- Facilitate damage assessment of law enforcement facilities.
- Provide for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital state facilities and critical infrastructure.
- Provide access control/site security to support local efforts to control access to the incident site, critical facilities and/or critical infrastructure.
- Secure and escort key emergency resources and assets when deployed.
- Assist in the facilitation of evacuation operations.

*Military support to local law enforcement agencies is addressed in ESF 13 – Military Support.*

## 2 Situation and Assumptions

### 2.1 Situation

The County is faced with a number of hazards that may require law enforcement support. Considerations that should be taken into account when planning for and implementing ESF 16 activities include:

- Significant disasters and emergency situations have the ability to damage infrastructure and lifelines that can overwhelm local abilities to meet basic human needs and enforce law and order.

**ESF 16. Law Enforcement**

- Law enforcement may be faced with the tremendous challenge in meeting the increased need for public assistance and aid and maintaining community security. This is often exacerbated by the presence of personnel unfamiliar to the area and local customs.
- Emergency situations may lead to increased 911 call volume, injuries and fatalities of civilians, rescue requests, looting, and violent crime.
- Local law enforcement professionals may be preoccupied with securing their own family's situation and unable to fulfill their required functions during an event. This can also lead to increased mental fatigue and stress which can have volatile consequences.

## 2.2 Assumptions

ESF 16 is based on the following planning assumptions:

- General law enforcement problems are compounded by disaster-related community disruption, restriction of movement, impacted communications and facilities, and a shortage of law-enforcement resources.
- Generally, law enforcement within the disaster/emergency area remains the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.
- The capabilities of local law enforcement agencies may be quickly exceeded. Supplemental assistance should be requested through local and State emergency management and mutual aid agreements.
- The availability of resources will have a profound effect on agencies' abilities to perform tasked activities.

## 3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure ESF 16-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all

**ESF 16. Law Enforcement**

elements of a function, and will coordinate with supporting agencies.

**■ Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

**■ Community Partners**

- Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All ESF 16-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Sheriff’s Office is responsible for coordinating ESF 16-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with law enforcement will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination of law enforcement resources.

### **4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

**ESF 16. Law Enforcement**

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 16-related activities.

**4.3 EOC Operations**

When ESF 16-related activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to law enforcement.
- Share situation status updates related to law enforcement to inform development of the Situation Report.
- Participate in, and provide ESF 16-specific reports for, EOC briefings.
- Assist in development and communication of ESF 16-related actions to tasked agencies.
- Monitor ongoing ESF 16-related actions.
- Share ESF 16-related information with ESF 14, Public Information, to ensure consistent public messaging.
- Coordinate ESF 16-related staffing to ensure the function can be staffed across operational periods.

**4.4 TITAN Fusion Center**

If a criminal or terrorist incident is suspected, the Sheriff's Office will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center. During a terrorist incident, the Fusion Center will support situational awareness and intelligence gathering functions.

**4.5 Access and Functional Needs Populations**

Provision of ESF 16-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**ESF 16. Law Enforcement****4.6 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 16-related activities:

- **ESF 1 – Transportation.** Support clearance of emergency transportation routes.
- **ESF 3 – Public Works.** Support crowd and traffic control operations.
- **ESF 13 – Military Support.** Augment civilian law enforcement operations as needed.

**5 ESF Annex Development and Maintenance**

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix A – ESF 16 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 16 Work Plan
- Appendix B – ESF 16 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 16 Representative Checklist
- Appendix D – ESF 16 Work Plan



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## Appendix A ESF 16 Resources

The following resources provide additional information regarding ESF 16 and law enforcement related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 16 – Law Enforcement

### Federal

- National Response Framework
  - ESF 13 – Public Safety



## Appendix B ESF 16 Responsibilities by Phase of Emergency Management

ESF 16 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Sheriff's Office
<b>Supporting County Agencies</b>	Jefferson County Justice Department Jefferson County Emergency Management
<b>Community Partners</b>	Area Law Enforcement Agencies Area Fire Districts/Departments Oregon Department of Corrections (Deer Ridge)
<b>Primary State Agencies</b>	Oregon State Police (OSP)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 16 – Law Enforcement. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the law enforcement function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place **before** an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 16 include:

#### All Tasked Agencies

- Develop operational plans for ESF 16 activities.
- Participate in ESF 16 related trainings and exercises as appropriate.

#### Jefferson County Sherriff's Office

- Coordinate regular review and update of the ESF 16 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF16 activities.
- Ensure the availability of necessary equipment to support law enforcement activities.
- Coordinate and maintain liaison with support agencies and state and federal law enforcement agencies.

## ESF 16. Law Enforcement

**Emergency Management**

- Maintain operational capacity of the County EOC to support law enforcement activities.

**Response**

Response activities take place **during** an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 16 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC as required to maintain situational awareness and establish a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 16 activities.

**Jefferson County Sheriff's Office**

- Provide traffic and crowd control, security to critical facilities and supplies, and control access to hazardous or evacuated areas.
- Provide security for special populations affected by the emergency.
- Assist with the dissemination of warnings and notifications as time and resources allow.
- Establish communication between the EOC and Incident Management Team to determine the resources needed to support incident response and operations.
- Secure the prisoner population in the detention center during a disaster situation.
- Coordinate law enforcement agencies responding from outside the jurisdiction.

**Jefferson County Justice Department**

- Collaborate with courts and law enforcement agencies to determine emergency arrest or release policies.
- Assure legal requirements for due process are met.

**Emergency Management**

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish a Law Enforcement Branch in the County EOC if needed.

**ESF 16. Law Enforcement**

- Document expenditures for disaster/emergency-related activities and report to the EOC.

**Area Law Enforcement Agencies**

- Coordinate law enforcement activities within limits of jurisdictional authority.
- Support County law enforcement operations through mutual aid.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 16 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.

**Emergency Management**

- Compile and keep all documentation collected relating to the management of law enforcement operations and the assets utilized during search and rescue related activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and includes activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies.

Mitigation roles and responsibilities for ESF 16 include:

**All Tasked Agencies**

- Participate in the hazard/vulnerability identification and analysis process.
- Take steps towards correcting deficiencies identified during the hazard/vulnerability identification and analysis process as appropriate.



**Appendix C ESF 16 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>INITIAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>FINAL OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 16 Representative Checklist**

*Last Updated: 05/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 16 Annex	County Sheriff's Office	TBD	High	2015	To be completed



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## **ESF 17 – Agriculture and Animal Protection**

*Last Updated: 05/11/2015*

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**ESF 17. Agriculture and Animal Protection**

<b>ESF 17 Tasked Agencies</b>	
<b>Primary County Agencies</b>	Jefferson County Animal Control
<b>Supporting County Agencies</b>	Jefferson County Fairgrounds Jefferson County Public Health Department
<b>Community Partners</b>	Area Farmers and Agribusiness Area Veterinarians Redmond Pet Rescue
<b>Primary State Agencies</b>	Oregon Department of Agriculture (ODA)

## 1 Introduction

### 1.1 Purpose

Emergency Support Function (ESF) 17 describes how the County will coordinate an effective and humane response involving animal and agricultural issues, and work to County's natural resources.

### 1.2 Scope

Activities encompassed within the scope of ESF 17 include:

- Continually conducting public health surveillance activities of zoonotic vectors
- Responding to public health emergencies resulting from the introduction of a novel and/or drug resistant pathogens into the human population.
  - Implement County response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating pest infestation.
  - Issue and enforce animal disease quarantines.
  - Remove and dispose of animal carcasses.
  - Release information to the public about quarantine areas, rabies alerts, and other animal related issues.
- Ensure that animal/veterinary/wildlife issues during a disaster are supported including:
  - Capture/rescue of animals that have escaped confinement or been displaced from their natural habitat.
  - Provision of emergency care to injured animals.

**ESF 17. Agriculture and Animal Protection**

- Provision of humane care, handling, and sheltering to animals (including service animals, pets, and livestock).
- Protect the County's natural resources from the impacts of a disaster.

Addressing the human health risks associated with animal and plant disease is addressed in ESF 8, Health and Medical. The safety and security of the County's food supply as well as provisioning of animal shelters with adequate feed and water is addressed in ESF 11, Food and Water.

**2 Situation and Assumptions****2.1 Situation**

Oregon is faced with a number of hazards that may result in impacts to agriculture or the state's natural resources as well as potentially impacting animals. Considerations that should be taken into account when planning for and implementing ESF 17 activities include:

- Numerous plant and animal diseases exist that could impact communities through natural, accidental, or intentional introduction.
- Communities may have significant numbers of animals, ranging from household pets to commercial livestock operations. The vulnerability of these animals in the event of a disaster or emergency can have impacts at both individual and commercial levels, with the potential for long-range effects on the local and state economy.
- An emergency may cause or be caused by the spread of a contagious disease through the food and water supply systems or from animals to people.
- Some animal diseases are very contagious (such as foot and mouth disease) and would be very difficult to identify, isolate, control, and eradicate. In addition, many agents are zoonotic, affecting both animals and people.
- Some plant diseases are highly infectious to other plants and can be very difficult to identify, isolate, control, and eradicate.
- Any displacement or evacuation of people from their homes may cause household pets and livestock to be placed at risk for food, shelter, and care. Local general population shelters are likely inadequately prepared for pets or livestock.
- The Department of State Lands (DSL) manages over 4.0 million acres of agricultural, grazing, forest, estuaries and tidelands, offshore lands and submersible and submersible lands of the state's navigable

**ESF 17. Agriculture and Animal Protection**

waterways including the territorial sea. Approximately 106,500 acres of forestland is part of the common school lands overseen by the State Land Board and DSL. DSL's Asset Management Plan identifies most forestland as a core real estate asset of the Common School Fund.

**2.2 Assumptions**

ESF 17 is based on the following planning assumptions:

- Livestock, wildlife, birds, plants, and crops may be affected by a disease or insect outbreak. Plants and animals may die of such an outbreak or need to be destroyed/depopulated.
- Agricultural production capability and/or value may become severely limited. Such an event could greatly impact the economic stability and viability of a community or region.
- The time between the reporting of a disease and its identification as an emergency is critical. A highly contagious disease could spread rapidly through a region via markets, product movement, and fomites (people, vehicles, etc.).
- A community's resources would be rapidly depleted if the outbreak involved multiple facilities or large areas.
- Positive and prompt actions by local, state, and (possibly) federal authorities will be required in order to stop a highly contagious disease.
- Some land owners, individuals, or groups may strenuously object to depopulation of animals or destruction of plants. Some people may not consider the threat of the disease spread valid and may take actions counterproductive to control and eradication efforts.
- First responders may not be familiar with the special conditions of an animal or plant health emergency. These include quarantine, bio-security precautions, personal protective equipment, decontamination, etc.
- Volunteers will want to help and can make a significant contribution to the effort.

**3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 17-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency



**ESF 17. Agriculture and Animal Protection**

planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**
  - Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.
- **Supporting County Agencies**
  - Identified County agencies with substantial support roles during major incidents.
- **Community Partners**
  - Identified within this plan as 'Tasked Agencies' based upon one or more of the following criteria: the organization's self-defined mission (e.g. disaster relief non-profit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All ESF 17-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 17-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with agriculture and animal protection will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination OF agriculture and animal protection resources.

**ESF 17. Agriculture and Animal Protection****4.2 EOC Activation**

When a disaster occurs, the County Emergency Management Coordinator may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 17-related activities.

**4.3 EOC Operations**

When ESF 17-related activities are staffed in the EOC, the County Animal Control representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to agriculture and animal protection.
- Share situation status updates related to agriculture and animal protection to inform development of the Situation Report.
- Participate in, and provide ESF 17-specific reports for, EOC briefings.
- Assist in development and communication of ESF 17-related actions to tasked agencies.
- Monitor ongoing ESF 17-related actions.
- Share ESF 17-related information with the Public Information Officer to ensure consistent public messaging.
- Coordinate ESF 17-related staffing to ensure the function can be staffed across operational periods.

**4.4 Animal Disease Response**

The Public Health Department, with support from Oregon Department of Agriculture, serves as the principal point of contact (POC) in the event of an outbreak of a highly infectious/contagious or economically devastating animal or zoonotic disease. The Area Veterinarian in Charge (AVIC) for the United States Department of Agriculture, Animal and Plant Health Inspection Service, Veterinary Services (USDA, APHIS, VS) will assist the State Veterinarian as appropriate in any animal health emergency.

**ESF 17. Agriculture and Animal Protection**

Animal quarantine measures will be implemented through the Public Health Department require a court order. Most likely, support from the State Brand Inspector, State agricultural agencies, and the OR Department of Human Services (veterinarian services) would be included in these procedures. Formal quarantine measures will be implemented following existing procedures established through the State Department of Agriculture.

**4.5 Access and Functional Needs Populations**

Provision of ESF 17-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.6 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 17-related activities:

**ESF 3 – Public Works.**

Protect the state’s historical structures.

**ESF 6 – Mass Care.**

Coordinate shelter operations for persons with service animals.

**ESF 8 – Health and Medical.** Assist in zoonotic disease surveillance; regulate food safety at restaurants.

**ESF 10 – Hazardous Materials.** Coordinate cleanup of hazardous materials incident that impact the state’s natural resources.

**ESF 11 – Food and Water.**

Assess the status of the state’s food supply; coordinate food and water resources for animal shelter operations.

**ESF 15 – Volunteers and Donations.** Coordinate volunteers and donated goods to support animal shelter operations.

**ESF 16 – Law Enforcement.** Support enforcement of animal quarantine measures.

**5 ESF Annex Development and Maintenance**

County Animal Control will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 17 Work Plan for more information*

**6 Appendices**

- Appendix A – ESF 17 Resources

**ESF 17. Agriculture and Animal Protection**

- Appendix B – ESF 17 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 17 Representative Checklist
- Appendix D – ESF 17 Work Plan

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**ESF 17. Agriculture and Animal Protection****Appendix A ESF 17 Resources**

The following resources provide additional information regarding ESF 17 and agriculture and animal protection related issues at the local, state, and federal level:

**Local**

- None at this time.

**State**

- State of Oregon Emergency Operations Plan
  - ESF 17 – Agriculture and Animal Protection
- Oregon Animal Disease Emergency Management Plan

**Federal**

- National Response Framework
  - ESF 11 – Agriculture and Natural Resources

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## ESF 17. Agriculture and Animal Protection



### Appendix B – ESF 17 Responsibilities by Phase of Emergency Management

ESF 18 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Animal Control
<b>Supporting County Agencies</b>	Jefferson County Fairgrounds Jefferson County Public Health Department
<b>Community Partners</b>	Area Farmers and Agribusiness Area Veterinarians Redmond Pet Rescue
<b>Primary State Agencies</b>	Oregon Department of Agriculture (ODA)

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 17 – Agriculture and Animal Protection. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

#### Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 17 include:

##### All Tasked Agencies

- Develop operational plans for ESF 17 activities.
- Participate in ESF 17 related trainings and exercises as appropriate.

##### Animal Control

- Coordinate regular review and update of the ESF 18 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF18 activities.
- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.



**ESF 17. Agriculture and Animal Protection****Emergency Management**

- Maintain operational capacity of the County EOC to support agriculture and animal protection related activities.

**Fairgrounds**

- Develop plans for potential animal sheltering operations in coordination with ESF 6 partners.

**Public Health Department**

- Establish plans, in coordination with state partners, to respond to animal and plant disease outbreaks.

**Area Farmers and Agribusiness**

- Report potential or actual breaches of agricultural security or threats to the food supply immediately.

**Response**

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 17 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC, as required, to maintain situational awareness and a foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 17 activities.

**Jefferson County Animal Control**

- Manage and direct the evacuation of animals from risk areas and provide technical assistance to prevent animal injury and the spread of disease.
- Coordinate establishment of shelters for animals and livestock.
- Collect and dispose of animal carcasses.

**Emergency Management**

- Facilitate support to ESF 17 activities through the County EOC.
- Coordinate with the EOC Planning Section to determine the impacts to the County's agricultural community.
- Coordinate with farmers and agribusiness partners around opportunities for private sector support to response operations.

**ESF 17. Agriculture and Animal Protection**

- Request support for business and industry-related activities through the State ECC.

**Fairgrounds**

- Provide animal sheltering support.

**Public Health Department**

- Provide guidance for implementation of quarantine measures in the event of a plant or animal disease outbreak.

**Area Farmers and Agribusiness**

- Assess the impact of the emergency on agriculture.
- Report status agricultural operations and impacts to the County EOC.

**Area Veterinarians**

- Provide animal care and veterinary capabilities.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 17 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. Mitigation roles and responsibilities for ESF 17 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

**ESF 17. Agriculture and Animal Protection**

**Farmers and Agribusiness**

- Conduct agriculture restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.



## Appendix C ESF 17 Representative Checklist

ACTIVATION AND INITIAL ACTIONS
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
INITIAL OPERATIONAL PERIODS
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
FINAL OPERATIONAL PERIODS
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.

## ESF 17. Agriculture and Animal Protection

## Keys to Success

**INFORMATION MANAGEMENT**

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

**RESOURCE MANAGEMENT**

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 17 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 17 Annex	County Sheriff's Office (Animal Control Division)	TBD	High	2015	To be completed

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# ESF 18 – Business and Industry

*Last Updated: 5/11/2015*



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ESF 18 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Board of Commissioners Jefferson County Administration and General Services
<b>Community Partners</b>	Area Businesses and Industry Economic Development for Central Oregon (EDCO) Jefferson County Chamber of Commerce
<b>Primary State Agencies</b>	Business Oregon

# 1 Introduction

## 1.1 Purpose

Emergency Support Function 18 (ESF 18) describes how the County will provide immediate and short-term assistance to local private sector entities; stabilize the local economy; and effectively utilize local private sector assets in response operations following a large-scale incident.

## 1.2 Scope

Activities encompassed within the scope of this function include:

- Fostering solid partnerships amongst private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle.
- Identifying and addressing any private sector resource/capability shortfalls with the potential to destabilize the local economy if let unmet/unaddressed.
- Identifying, coordinating, mobilizing, tracking, and demobilizing private sector owned and operated resources utilized during incident response operations.
- Conducting initial economic damage assessments for impacted areas.

Activities outside the scope of this function include:

- Developing and/or implementing private sector Business Continuity Plans/Continuity of Operations Plans.
- Developing and/or implementing plans to identify and thwart terrorist plots targeting facilities federally defined as Critical Infrastructure or a Key Resource (CIKR).

**ESF 18. Business and Industry**

Private sector entities providing critical/essential services (private utilities, hospitals, etc.) and/or operating a CIKR designated facility are specifically addressed within an appropriate corresponding ESF Annex (e.g., privately owned hospitals are addressed in ESF 8- Health and Medical; privately owned power/electricity utility companies are addressed in ESF 12- Energy; etc.).

## **2 Situation and Assumptions**

### **2.1 Situation**

The County is faced with a number of hazards each with the potential to significantly impact the County's economic stability. Incidents significantly impacting the local economy will likely require the County to support the resource/capability needs of critical private sector partners and coordinate the utilization of privately owned and operated assets utilized as part of response operations. The following planning considerations should be made planning for the processes by which the County will coordinate with County private sector partners to stabilize the local economy following a large-scale incident.

- Large-scale incidents may result in extensive damage to privately owned property (commercial and residential), and may:
  - Reduce or suspend local private sector business operations thereby:
    - Destabilizing the overall local economy.
    - Delaying the individual citizen's ability to regain normalcy and autonomy.
  - Overwhelm the County's capacity to conduct damage assessment activities.
- Hamstring the community's ability to transition from incident response operations to incident recovery operations.

### **2.2 Assumptions**

ESF 18 is based on the following planning assumptions:

- Research affirms the correlation between the efficacy of a local jurisdiction's response/recovery operations and the strength of relationships between the public and private sectors (public-private partnerships).
- The successful implementation of all activities included within the scope of this function is predicated up trust between public/private sector entities, and a willingness to redefine the nature of existing relationship.

**ESF 18. Business and Industry**

- Historical data shows the nation’s economy to be relatively stable (despite the occasional poor performance of one or more ‘economic indicators’); therefore, this Functional Annex assumes the County will likely mobilize and initiate ESF 18 activities in the context of a stable economy.
- Private sector entities are responsible for/ and will provide for the means to repair, restore, and secure self-owned and/or operated properties with damage resulting from a hazard’s impacts.
- Private sector entities routinely conduct disaster preparedness activities, and have either developed /or will develop the necessary disaster preparedness plans to: ensure the safety of staff, customers/clients, and guest; sustain business operations and provide continuity of services; and to augment County response operations with pre-identified resources and assets.
- Private sector entities pre-identified as owning and/or operating potentially useful response equipment are responsible for addressing the following matters related to maintenance, safety, and training.

### **3 Roles and Responsibilities**

The County has identified primary and supporting agencies and community partners to ensure ESF 18-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

- **Primary County Agencies**

- Identify lead agencies for emergency functions based on the agency’s coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

- **Supporting County Agencies**

- Identified County agencies with substantial support roles during major incidents.

- **Community Partners**

- Identified within this plan as ‘Tasked Agencies’ based upon one or more of the following criteria: the organization’s self-defined mission (e.g. disaster relief non-profit organizations); formalized

**ESF 18. Business and Industry**

tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

*See Appendix B for a checklist of responsibilities for tasked agencies by phase of emergency management.*

## **4 Concept of Operations**

### **4.1 General**

All ESF 18-related activities will be performed in a manner that is consistent with the National Incident Management System and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this ESF Annex, the County Sheriff's Office is responsible for coordinating ESF 18-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with business and industry will first be issued in accordance with established mutual aid agreements and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination business and industry resources.

### **4.2 EOC Activation**

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Manager. The EOC Manager will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

Notification will be made to the Primary County Agencies listed in this ESF. The Primary County Agencies will coordinate with Supporting County Agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and Supporting County agencies may be requested to send a representative to staff the EOC and facilitate ESF 18-related activities.

### **4.3 EOC Operations**

When ESF 18-related activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.

**ESF 18. Business and Industry**

- Provide a primary entry point for situational information related to business and industry.
- Share situation status updates related to business and industry to inform development of the Situation Report.
- Participate in, and provide ESF 18-specific reports for, EOC briefings.
- Assist in development and communication of ESF 18-related actions to tasked agencies.
- Monitor ongoing ESF 18-related actions.
- Share ESF 18-related information with ESF 14, Public Information, to ensure consistent public messaging.
- Coordinate ESF 18-related staffing to ensure the function can be staffed across operational periods.

**4.4 Access and Functional Needs Populations**

Provision of ESF 18-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

**4.5 Coordination with Other ESFs**

The following Emergency Support Functions support ESF 18-related activities:

**ESF 2 – Communications.**

Coordinate with private sector telecommunications providers.

**ESF 3 – Public Works.** Coordinate with private sector infrastructure partners.

**ESF 8 – Health and Medical.**

Coordinate with private sector healthcare providers.

**ESF 10 – Hazardous Materials.**

Coordinate with private sector partners that handle, store, or transport hazardous materials.

**ESF 11 – Food and Water.**

Coordinate with private sector partners that may provide food and water resources.

**ESF 12 – Energy.** Coordinate with private sector energy utilities.

**ESF 15 – Volunteer and Donations Management.** Coordinate with community- and faith-based organizations.

**ESF 17 – Agriculture and Animal Protection.** Coordinate with agriculture industry partners.



## 5 ESF Annex Development and Maintenance

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

*See Appendix D – ESF 18 Work Plan for more information*

## 6 Appendices

- Appendix A – ESF 18 Resources
- Appendix B – ESF 18 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 18 Representative Checklist
- Appendix D – ESF 18 Work Plan



## Appendix A ESF 18 Resources

The following resources provide additional information regarding ESF 18 and business and industry related issues at the local, state, and federal level:

### Local

- None at this time.

### State

- State of Oregon Emergency Operations Plan
  - ESF 18 – Business and Industry

### Federal

- Federal Emergency Management Agency
  - National Response Framework
- US Small Business Administration

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## Appendix B ESF 18 Responsibilities by Phase of Emergency Management

ESF 18 Tasked Agencies	
<b>Primary County Agencies</b>	Jefferson County Emergency Management
<b>Supporting County Agencies</b>	Jefferson County Board of Commissioners
<b>Community Partners</b>	Area Businesses and Industry Economic Development for Central Oregon (EDCO) Jefferson County Chamber of Commerce
<b>Primary State Agencies</b>	Business Oregon

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 18 – Business and Industry. It is broken out by phase of emergency management to inform tasked agencies of what activities they might be expected to perform before, during, and after an emergency to support the volunteers and donations function. All tasked agencies should maintain agency-specific plans and procedures that allow for them to effectively accomplish these tasks.

### Preparedness

Preparedness activities take place before an emergency occurs and include plans or preparations made to save lives and to help response and recovery operations. Preparedness roles and responsibilities for ESF 18 include:

#### All Tasked Agencies

- Develop operational plans for ESF 18 activities.
- Participate in ESF 18 related trainings and exercises as appropriate.

#### Emergency Management

- Coordinate regular review and update of the ESF 18 annex with supporting agencies.
- Facilitate collaborative planning to ensure County capability to support ESF18 activities.
- Maintain operational capacity of the County EOC to support business and industry related activities.
- Provide private sector partners with vetted, pertinent, and useful preparedness information or emergency management organizations throughout all phases of the emergency management cycle.

#### Board of Commissioners

**ESF 18. Business and Industry**

- Promote policies that encourage community-wide emergency preparedness including business and industry partners.

**Area Businesses and Industry**

- Establish an emergency management organization to facilitate interaction, communication, and coordination with local, tribal, and state partners.
- Develop, validate, exercise, and implement security and business continuity plans to ensure their capability to deliver goods and services. Plans should include procedures to:
  - Determine the impact of an incident on the business involved, as well as to forecast cascading effects of interdependencies between sectors.
  - Facilitate a shared situational awareness with local, tribal, and state emergency management organizations.
  - Coordinate and set priorities for incident management support and response, and the rationing or prioritizing of the delivery of goods and services after an incident.
  - Inform state decision-makers to help determine appropriate recovery and reconstitution measures, particularly in cases where they may result in indemnity, liability, or business losses for the private sector.
  - Support local, tribal, and state partners to obtain goods and services necessary for the restoration and recovery of impacted business and industry on a priority basis.
- Conduct assessments of, and develop contingency plans for, supply chain disruption.
- Coordinate plans for security and continuity/contingency programs with local, tribal, and state partners.

**Response**

Response activities take place during an emergency occurs and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 18 include:

**All Tasked Agencies**

- Provide situational updates to the County EOC, as required, to maintain situational awareness and a foster a common operating picture.

**ESF 18. Business and Industry**

- Provide a representative to the County EOC, when requested, to support ESF 18 activities.

**Emergency Management**

- Coordinate with the EOC Planning Section to determine the impacts to the County's business community.
- Establish a Liaison Officer in the County EOC if needed to outreach to business and industry partners.
- Coordinate with business and industry partners around opportunities for private sector support to response operations.
- Request support for business and industry-related activities through the State ECC.

**Area Businesses and Industry**

- Assess the impact of the emergency on business.
- Provide goods and services through contractual arrangements or government purchases, or and where appropriate, mutual support agreements with impacted communities.
- Utilize existing agreements and contracts to obtain needed resources.
- Implement business continuity plans.
- Report status of business operations and impacts to the County EOC.

**Recovery**

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or an even safer situation following an emergency. Recovery roles and responsibilities for ESF 18 include:

**All Tasked Agencies**

- Demobilize response activities.
- Maintain incident documentation to support public and individual assistance processes.
- Participate in all after-action activities and implement corrective actions as appropriate.

**Mitigation**

Mitigation activities take place **before and after** an emergency occurs and activities that prevent an emergency, reduce the chance of an emergency

**ESF 18. Business and Industry**

happening, or reduce the damaging effects of unavoidable emergencies.  
Mitigation roles and responsibilities for ESF 18 include:

**All Tasked Agencies**

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform development of mitigation projects to reduce hazard vulnerability.

**Area Businesses and Industry**

- Conduct business restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.



**Appendix C ESF 18 Representative Checklist**

<b>ACTIVATION AND INITIAL ACTIONS</b>
<input type="checkbox"/> Report to the EOC Manager, Section Chief, Branch Coordinator, or other assigned supervisor.
<input type="checkbox"/> Become familiar with available job resources (e.g., plans, equipment, and staff ) and EOC plans and forms
<input type="checkbox"/> Review the EOC organization and staffing chart and understand your role in working with the various branches and sections.
<input type="checkbox"/> Equip your work station with necessary equipment and supplies and test functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan (IAP), and/or receive briefings from EOC and/or field personnel
<b>OPERATIONAL PERIODS</b>
<input type="checkbox"/> Obtain a briefing from the person you are replacing.
<input type="checkbox"/> Attend meetings and briefings, as appropriate.
<input type="checkbox"/> Establish and maintain your position log with chronological documentation.
<input type="checkbox"/> Follow procedures for transferring responsibilities to replacements.
<input type="checkbox"/> Follow staff accountability and check-in/-out procedures when temporarily leaving your assigned work station.
<b>OPERATIONAL PERIODS</b>
<input type="checkbox"/> Complete and submit all required documentation
<input type="checkbox"/> Ensure all materials are returned to their proper storage location and file requests for replacement of resources that are expended or inoperative
<input type="checkbox"/> Follow check-out procedures.
<input type="checkbox"/> Share lessons learned at After- Action Conferences to contribute to the After- Action Report and inform future activations.



## Keys to Success

### INFORMATION MANAGEMENT

Information management is getting the right information to the right people, in the right form, at the right time. It includes receiving, sorting, prioritizing, and delivering information.

The EOC information management role for ESF Leads and agency representatives includes:

- Filter information for what is accurate, distill that information to what is useful, and push it to the appropriate people within the EOC or agency, contributing to a Common Operating Picture.
- Serve as a conduit of information to and from agencies.
- Supply accurate, appropriate, and up-to-date information to the Situation Report.

### RESOURCE MANAGEMENT

Resource management is getting the right resources to the right place, at the right time. The resource request process is at its core and supports coordinated management of resource requests by local, state, and federal partners. Resources include equipment, supplies, and personnel.

The EOC Resource Management support role for ESF Leads and agency representatives includes:

- Coordinate the contribution of resources from an agency to the response and recovery.
- Request resources from other sources and agencies.
- Keep the lines of communication open and provide specific information about what an agency can and cannot provide. The more specific and timely the information held by the Logistics Section is, the more efficiently it will support the request.



**Appendix D ESF 18 Work Plan**

*Last Updated: 5/11/2015*

Action	Responsible Department	Point of Contact	Priority	Timeline	Status
Conduct a planning workshop with tasked agencies to validate the ESF 18 Annex	County Emergency Management	TBD	High	2015	To be completed

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# IA 1 – Drought

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<b>Drought Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the County EOP and supporting plans and procedures.	<i>EOP and Agency-specific Standard Operating Procedures</i>
<input type="checkbox"/> Pre-designate alternative sources of drinking water in case of drought or other water shortage event.	
<input type="checkbox"/> Conduct pre-incident planning related to drought and determine vulnerabilities in various drinking water systems.	
- Prepare scripts to be used on local television station(s) for emergency broadcast. Include release instructions.	
- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by <b>County Emergency Management</b> .	
<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with agencies that would participate in a drought scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the <b>EOC</b> .	<i>Indicate where contact lists are housed</i>
<input type="checkbox"/> Identify local contractors and vendors that could assist during a drought and develop Memoranda of Understanding with those private businesses.	
<input type="checkbox"/> Inform <b>County Emergency Management</b> of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with the local planning commission to ensure that new construction does not increase hazards or vulnerability threat.	
<input type="checkbox"/> Ensure that maps of water mains, valves, and public sewer systems are up to date and accessible.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> When deemed necessary, activate the EOP when drought and other water shortage incidents pose a threat.	
<input type="checkbox"/> Activate the appropriate <b>EOCs</b> and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or County <b>EOCs</b> may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by drought.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Notify supporting agencies.	

<b>Drought Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
- Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among local and county EOCs, other agency operations centers, and the State ECC. Confirm operable phone numbers and verify the functionality of alternate communications resources.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists maintained at the EOC</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
<input type="checkbox"/> Implement local plans and procedures for drought and/or water shortage operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
<input type="checkbox"/> Repair and restore essential services and vital systems as required.	
<input type="checkbox"/> Secure assistance from private contractors/vendors as needed.	
<input type="checkbox"/> Provide emergency power as needed to maintain service to the community.	
<input type="checkbox"/> Initiate curtailment procedures if shortages or overload conditions appear imminent.	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	<i>Indicate where copies of mutual aid agreement are housed</i>
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	

<b>Drought Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Establish a Joint Information Center and designate a lead PIO for the jurisdiction.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ). - Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead PIO, with support from tribal liaison(s) prior to dissemination to the public.	
<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the Incident Commander/EOC Manager and staff will assemble a situation report.	<i>ICS Form 209 – Incident Status Summary</i>
<input type="checkbox"/> Develop and update the IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or the Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate recovery operations.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>ESF # of the County EOP and COOP/COG Plans</i>
<input type="checkbox"/> Make recommendations to County governments regarding changes in planning, zoning, and building codes/ordinances to lessen the impact of future drought or water shortage emergencies.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	



<b>Drought Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize EOCs, agency operations centers, and command posts.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

## **IA 2 – Earthquake**

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IA 2. Earthquake

NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff’s Department and the Fire Service. As the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the ICS/Operations Section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Public Works Department may be expected to assume the role of lead department in the ICS/Operations Section for the County’s earthquake response. Public Works Department efforts in this response and early recovery phase of the disaster will likely concentrate on reestablishment of public infrastructure facilities.

<b>Earthquake Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the EOP and supporting procedures and plans.	
<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by Emergency Management.	
<input type="checkbox"/> Participate in earthquake preparedness activities, seeking understanding of interactions with agencies that would participate in an earthquake scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the County EOC.	
<input type="checkbox"/> Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with the planning department and local planning commissions for establishment of appropriate infrastructure protection measures in landslide-prone areas.	

IA 2. Earthquake

<b>Earthquake Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures while also updating appropriate mitigation plans.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the EOP when earthquake and/or seismic incidents pose threats.	
<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or the County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, being cognizant of aftershocks.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Notify supporting agencies.	
- Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Obtain updates regarding the status of impacts within the jurisdiction.	<i>ICS Form 209: Incident Status Summary.</i>
- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
- Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among local and county EOCs, other agency operations centers, and the State ECC. Confirm operable phone numbers and verify the functionality of alternate communications resources.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, tribal, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	<i>Established emergency contact lists maintained at the EOC</i>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	

IA 2. Earthquake

<b>Earthquake Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Local, agency, and facility-specific Standard Operating Procedures</i>
<input type="checkbox"/> Conduct and obtain current damage reports and determine the affected area ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Establish a Joint Information Center and designate a lead PIO for the jurisdiction.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
- Public information will be reviewed by the Incident Commander or designee. Information will be approved for release by the Incident Commander and lead PIO prior to dissemination to the public.	
<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the EOC Manager and staff will assemble a situation report.	
<input type="checkbox"/> Develop and update the IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>

IA 2. Earthquake

<b>Earthquake Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the Incident Commander and/or Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 – Demobilization Plan</i>
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize EOCs, agency operations centers, and command posts.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

# IA 3 – Major Fire



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IA 3. Major Fire

<b>Major Fire Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by County Emergency Management and the Fire Districts.	
<input type="checkbox"/> Participate in the County’s preparedness activities, seeking understanding of interactions with agencies that would participate in a major fire scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	<i>County EOP and agency-specific plans</i>
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203-Organization Assignment List</i>
<input type="checkbox"/> Notify supporting fire services agencies.	
<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the EOC for support.	
<input type="checkbox"/> Determine scope and extent of fire ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209-Incident Status Summary</i>
<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
<input type="checkbox"/> Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among City EOCs, the County EOC, and other agency operations centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
<input type="checkbox"/> The Fire Chief directs resources for fires. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	

IA 3. Major Fire

<b>Major Fire Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Implement local plans and procedures for fire operations. Ensure that copies of the following documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Agency-specific SOPs</i>
<input type="checkbox"/> Obtain current and forecasted weather to project potential spread of the fire ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities ( <i>recurring</i> ).	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit requests for disaster/emergency declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
<input type="checkbox"/> Establish a Joint Information Center.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
<input type="checkbox"/> Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief or designee. Information will be approved for release by the EOC Manager and Lead PIO prior to dissemination to the public.	
<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the EOC Manager and staff will assemble a Situation Report.	<i>ICS Form 209-Incident Status Summary</i>
<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	

<b>Major Fire Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the EOC Manager and/or Safety Officer.	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	<i>Agency recovery plans</i>
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the EOC.	
<input type="checkbox"/> Implement revisions to the Emergency Operations Plan and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	

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**IA 4 – Flood  
(including Dam Failure)**

IA 4. Flood (including Dam Failure)

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IA 4. Flood (including Dam Failure)

<b>Flood Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to flood events.	
<input type="checkbox"/> Coordinate County preparedness activities, seeking understanding of interactions with agencies that would participate in flooding scenarios.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
<input type="checkbox"/> Contact supporting emergency response agencies to review and determine if major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Annually review and update the EOP and standard operating procedures, as needed.	<i>County EOP and agency-specific SOPs</i>
<input type="checkbox"/> Review flood-prone areas.	
<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	<i>Stafford Act, FEMA guidance, and Oregon EOP</i>
<input type="checkbox"/> Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	
<input type="checkbox"/> Identify and review local contractor lists to see who may provide support specific to flood response.	
<input type="checkbox"/> Review, revise, and, where necessary, establish mutual aid agreements with other agencies and private contractors relevant to multiple agency response to floods.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> The Incident Commander will provide overall guidance for the deployment of resources.	
<input type="checkbox"/> Activate mutual aid agreements.	
<input type="checkbox"/> Activate the EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	<i>Basic Plan, agency and company-specific plans</i>
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	<i>SOPs, Incident Action Plan</i>
<input type="checkbox"/> Submit requests for disaster/emergency declaration, as applicable.	
<input type="checkbox"/> Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the County EOC, as the situation requires.	
<input type="checkbox"/> Support search and rescue operations by coordinating resource requests outside of the jurisdiction.	



IA 4. Flood (including Dam Failure)

<b>Flood Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Request American Red Cross to activate sheltering plans and open/staff shelters, if needed.	<i>American Red Cross Shelter Plans</i>
<input type="checkbox"/> Establish a Joint Information Center. Formulate emergency public information messages and media responses using “many voices, one message” concepts.	
<input type="checkbox"/> Record all EOC activities, completion of personnel tasks, and incoming and outgoing messages. These should be documented in EOC logbooks.	<i>Existing ICS and EOC forms, ICS Form 214 – Unit Log</i>
<input type="checkbox"/> Begin damage assessments in coordination with the Public Works Department and County/local government.	
<input type="checkbox"/> Assist with the coordination of Public Works activities such as debris removal from: <ul style="list-style-type: none"> <li>▪ Storm drains</li> <li>▪ Bridge viaducts</li> <li>▪ Main arterial routes</li> <li>▪ Public rights-of-way</li> <li>▪ Dams (via established liaisons at the County EOC)</li> <li>▪ Other structures, as needed</li> </ul>	
<input type="checkbox"/> Contact local contractors for support, if necessary. Establish contact with private-sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	<i>Existing contact lists at EOC</i>
<input type="checkbox"/> Coordinate with the County Sheriff’s Office and other local police to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	
<input type="checkbox"/> Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
<input type="checkbox"/> Deactivate/demobilize the EOC. Deactivate mutual aid resources as soon as possible.	
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	
<input type="checkbox"/> Implement revisions to the EOP and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Offer recommendations to County government and Public Works departments for changes in planning, zoning, and building code ordinances.	

**IA 5 – Severe Weather  
(including Landslides)**

IA 5. Severe Weather (including Landslides)

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IA 5. Severe Weather (including Landslides)

<b>Severe Weather Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the EOP and supporting plans and procedures.	
<input type="checkbox"/> Monitor weather and flood reports.	
<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
▮ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
▮ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by Emergency Management in coordination with lead agencies and coordinators.	
<input type="checkbox"/> Participate in County severe weather and landslide preparedness activities, seeking understanding of interactions with agencies that would participate in a severe weather scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
<input type="checkbox"/> Ensure that landslide and flood response equipment and personnel inventories are current for the County. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
<input type="checkbox"/> Inform County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Work with the County Community Development Department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
<input type="checkbox"/> Provide public safety information and educational programs regarding emergency preparedness and response.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the EOP when severe weather, and/or landslides incidents pose threats to the County.	
<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	

IA 5. Severe Weather (including Landslides)

<b>Severe Weather Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
<input type="checkbox"/> Develop work assignments for ICS positions (recurring).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Notify supporting agencies as well as the County Commissioner.	
▫ Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
<input type="checkbox"/> Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the County.	<i>ICS Form 209: Incident Status Summary</i>
▫ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
▫ Dedicate time during each shift to preparing for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among local and County EOCs and other agency operations centers. Confirm operable phone numbers and verify functionality of alternate communications resources.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
<input type="checkbox"/> Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	<i>Local, agency, and facility-specific SOPs</i>
<input type="checkbox"/> Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (recurring).	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels (recurring).	
<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and as current needs.	

IA 5. Severe Weather (including Landslides)

<b>Severe Weather Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Establish a Joint Information Center and designate a lead PIO for the County.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	
<input type="checkbox"/> Public information will be reviewed by the EOC Manager, or designee. Information will be approved for release by the EOC Manager and Lead PIO before dissemination to the public.	
<input type="checkbox"/> Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214 Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Manager and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the EOC Manager. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP (recurring).	
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the EOC Manager and/or the Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>COOP/COG Plans</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	

IA 5. Severe Weather (including Landslides)

<b>Severe Weather Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the EOCs, agency operations centers, and command posts.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

## **IA 6 – Volcano**



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<b>Volcano Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relevant to volcanic events.	
<input type="checkbox"/> Provide information and training on volcano-hazard response to emergency workers and the public. <ul style="list-style-type: none"> <li>▪ Implement a public outreach program on volcano hazards.</li> <li>▪ Review public education and awareness requirements.</li> </ul>	
<input type="checkbox"/> Participate in the County’s preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
<input type="checkbox"/> Ensure the contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the EOC.	
<input type="checkbox"/> Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Activate the EOC and establish Incident or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Activate and implement the EOP.	
<input type="checkbox"/> Notify supporting agencies. <ul style="list-style-type: none"> <li>▪ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the EOC for support</li> </ul>	
<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	
<input type="checkbox"/> Support a Regional Coordination Center, if necessary.	
<input type="checkbox"/> Establish a JIC. <ul style="list-style-type: none"> <li>▪ Provide a PIO for the Joint Information Center.</li> <li>▪ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners and County, State, or Federal resources. If applicable, submit requests for local disaster/emergency declaration following established County procedures.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	

<b>Volcano Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Confirm or establish communications links among primary and support agencies, city EOC s, the County EOC, and the State ECC; confirm operable phone numbers and backup communication links.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of response increases.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Determine need to conduct evacuations and sheltering activities (<i>recurring</i>). Request that the Red Cross activate and implement local sheltering plans.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the County EOC s, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation:                             <ul style="list-style-type: none"> <li>▪ ESF 1 – Transportation</li> <li>▪ ESF 2 – Emergency Telecommunications and Warning</li> <li>▪ ESF 13 – Public Safety and Security</li> <li>▪ ESF 15 – Emergency Public Information</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li>❑ Determine the need for additional resources and request them as necessary through the EOC (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Record all EOC activity and completion of individual personnel tasks (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented in the EOC log.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Manager and staff will assemble a situation report.</li> </ul>	

<b>Volcano Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the EOC Manager. The IAP should be discussed at regular intervals and modified as the situation changes.	
<input type="checkbox"/> Implement elements of the IAP ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the EOC Manager and/or Safety Officer.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the EOC.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Monitor secondary hazards associated with volcano eruption and/or significant activity (landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	

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# **IA 7 – Hazardous Materials (Accidental Release)**

IA 7. Hazardous Materials (Accidental Release)

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IA 7. Hazardous Materials (Accidental Release)

<b>Hazardous Materials Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by County Emergency Management, Fire Defense Board, and Fire Districts.	
<input type="checkbox"/> Participate in the County’s preparedness activities, seeking understanding of interactions with agencies that would participate in a hazardous materials scenario.	
<input type="checkbox"/> Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> In most incidents, the local fire districts will initially respond, assume initial Incident Commander responsibilities, and request activation/deployment of the Hazardous Materials Team.	
<input type="checkbox"/> Determine the type, scope, and extent of the hazardous materials incident ( <i>recurring</i> ). Verify that reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
<ul style="list-style-type: none"> <li>▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.</li> </ul>	
<input type="checkbox"/> Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	<i>Northwest Area Contingency Plan (NWACP)</i>
<input type="checkbox"/> Ensure that proper containment methods have been implemented by the first responders until hazardous materials response teams arrive.	
<input type="checkbox"/> Establish access control to the incident site through local law enforcement agencies.	
<input type="checkbox"/> If the situation warrants, request activation of the County EOC via the Incident Commander through County Emergency Management.	
<input type="checkbox"/> Activate the EOC, coordinate response activities among agency operations centers and Incident Command Posts, and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	



IA 7. Hazardous Materials (Accidental Release)

<b>Hazardous Materials Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Notify hazardous materials supporting agencies.	
<ul style="list-style-type: none"> <li>▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the County EOC for support.</li> </ul>	
<input type="checkbox"/> Contact the OERS at 1-800-452-0311 for technical assistance and support in requesting the regional Hazardous Materials Team.	<i>OERS is available 24 hours a day.</i>
<input type="checkbox"/> Assign liaisons to the EOC representing government agencies, private entities (railroad companies, chemical manufacturers, etc.), and other stakeholders.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
<ul style="list-style-type: none"> <li>▪ Dedicate time during each shift to prepare for shift change briefings.</li> </ul>	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among the City EOCs, County EOC, and State ECC primary and support agencies. Confirm operable phone numbers and backup communication links.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
<ul style="list-style-type: none"> <li>▪ For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul>	
<input type="checkbox"/> A lead PIO will be designated by the EOC Manager. The PIO will issue information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and State agencies.	
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by incident.	
<input type="checkbox"/> Implement local plans and procedures for hazardous materials operations. Implement agency-specific protocols and standard operating procedures. Ensure that copies of all documents are available to response personnel.	<i>ESF 10 – Oil and Hazardous Materials of the County EOP</i>

IA 7. Hazardous Materials (Accidental Release)

<b>Hazardous Materials Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<ul style="list-style-type: none"> <li>■ For responses requiring assistance from the Oregon Department of Environmental Quality Regional Response Team, refer to the Geographic Response Plan applicable to the incident site, and support procedures according to the Northwest Area Contingency Plan.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Obtain current and forecasted weather to project potential spread of a hazardous material plume (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Based upon the incident’s size, type of chemical/substance involved, and weather projections, establish a safe zone and determine a location for on-site staging and decontamination. Re-evaluate as the situation changes.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Determine the need for evacuation and sheltering activities (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Establish a victim decontamination and treatment area(s).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Determine the need for additional resources and request them as necessary through appropriate channels (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.</li> </ul>	<i>ICS Resource Tracking Forms</i>
<ul style="list-style-type: none"> <li>❑ Develop plans and procedures for registering regional hazardous material teams as they arrive on the scene and receive deployment orders.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Establish the Joint Information Center, as needed.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Formulate emergency public information messages and media responses using “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>■ Public information will be reviewed and approved for release by the Incident Commander and the lead PIO before dissemination to the public and/or media partners.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.</li> </ul>	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
<ul style="list-style-type: none"> <li>❑ Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending and receiving them, should be documented in the EOC log.</li> </ul>	
<ul style="list-style-type: none"> <li>❑ Develop and deliver situation reports (<i>recurring</i>). At regular intervals the EOC Manager and staff will assemble a Situation Report.</li> </ul>	<i>ICS Form 209: Incident Status Summary</i>

IA 7. Hazardous Materials (Accidental Release)

<b>Hazardous Materials Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the Incident Commander. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202 – Incident Objectives, ICS Form 203 – Organization Assignment List, ICS Form 204 – Assignment List, ICS Form 20 – Incident Radio Communications Plan, ICS Form 206 – Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to hazardous materials incidents are communicated to the Incident Commander and/or Safety Officer.	
<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private-sector partners.	
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the EOC.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	

# **IA 8 – Public Health Incident**

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IA 8. Public Health Incident

Public Health Incident Checklist	
Action Items	Supplemental Information
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Have personnel participate in training and exercises, as determined by County Emergency Management and/or the Public Health Department.	
<input type="checkbox"/> Participate in preparedness activities, seeking understanding of interactions with agencies that would participate in a public health emergency scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support.	
<input type="checkbox"/> Engage other county public health departments, Oregon Department of Human Services, Centers for Disease Control and Prevention, and FEMA in public health planning and preparedness activities to ensure that lines of communication and roles/responsibilities are clear across the participating entities.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Monitor and report the presence of contagious infections in the County.	
<input type="checkbox"/> Evaluate the ability of existing health care facilities to handle public health emergencies.	
<input type="checkbox"/> Maintain medical supplies and equipment.	<i>Hospital Standard Operating Procedures</i>
<input type="checkbox"/> Coordinate with the Public Health Department to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>
<input type="checkbox"/> Coordinate with the Public Health Department to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> County Public Health Department will initially respond, assume initial EOC Manager responsibilities, and determine the level of EOC activation necessary to manage the public health threat.	
<input type="checkbox"/> Determine the type, scope, and extent of the public health incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>ICS Form 209: Incident Status Summary</i>
- Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
- Assess the type, severity, and size of incident. If possible, characterize the public health threat and determine appropriate personal protection equipment requirements.	
- Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
<input type="checkbox"/> Ensure that area hospitals have been notified.	<i>HOSCAP</i>
<input type="checkbox"/> Once the public health threat has been characterized, determine the appropriate methods needed to minimize the spread of disease through collaboration with other county public health departments and Oregon State Public Health Department.	

IA 8. Public Health Incident

<b>Public Health Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
- If the pathogen or agent requires laboratory analysis, County Public Health may request analytical assistance from the Oregon State Public Health Laboratory.	
- If animal health and vector control is required, these services are to be requested through Emergency Management or from Extension Services.	
- Coordinate sanitation activities and potable water supply provisions.	
- Determine the need for emergency disease control stations and, if deemed necessary, implement such stations.	
<input type="checkbox"/> If quarantine is in place, establish access control to the area through local law enforcement agencies.	
<input type="checkbox"/> Collect and report vital statistics.	
<input type="checkbox"/> Plan for transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
- Implement the collection, identification, storage, and disposition of deceased victims in a mass fatality situation.	
<input type="checkbox"/> If necessary, conduct a damage assessment for public health facilities and systems.	
<input type="checkbox"/> Hospital conducts an inventory of its Health Resources and Services Administration cache. If more health resources are needed, requests for these supplies should be made through the County EOC.	<i>HOSCAP</i>
<input type="checkbox"/> Activate the County EOC, coordinate response activities among agency operations centers and the Incident Command Post, and establish Incident or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the EOC Manager, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	
<input type="checkbox"/> Notify all other supporting agencies of the response, requesting additional support as necessary.	
- Identify local, regional, State, and Federal agencies that may be able to mobilize resources to the County EOC for support.	
<input type="checkbox"/> Assign a liaison to other County EOCs to facilitate resource requests.	
<input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
- Dedicate time during each shift to prepare for shift change briefings.	<i>Incident Action Plan</i>
<input type="checkbox"/> Confirm or establish communications links among primary and support agencies, other County EOCs, and State ECC. Confirm operable phone numbers and backup communication links.	
<input type="checkbox"/> The County Emergency Management, in collaboration with the County Public Health Department, designates a County PIO representative. The PIO will issue public health information individually or through the Joint Information Center, if established, in coordination with appropriate local, regional, and State agencies.	

IA 8. Public Health Incident

<b>Public Health Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
<input type="checkbox"/> Implement local plans and procedures for public health emergencies. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.	
<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities ( <i>recurring</i> ).	
<input type="checkbox"/> Establish treatment area(s).	
<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels ( <i>recurring</i> ).	
<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Establish a Joint Information Center, as needed.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
- Public information will be reviewed and approved for release by the EOC Manager and the PIO prior to dissemination to the public and/or media partners.	
- Develop and disseminate public information programs regarding personal health and hygiene.	
<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented in the EOC log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the EOC Manager and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the EOC Manager. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives, ICS Form 203, Organization Assignment List, ICS Form 204, Assignment List, ICS Form 205, Incident Radio Communications Plan, ICS Form 206, Medical Plan, Safety Message, Incident Map,</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	



IA 8. Public Health Incident

<b>Public Health Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Coordinate with private sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries and deaths due to a public health emergency are communicated to the County EOC for transmittal to the Oregon State Public Health Department as soon as it is available.	
<input type="checkbox"/> For handling of fatalities, coordination between the County Public Health Department and County EOC is needed for medical examiner services.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the County EOC.	
<input type="checkbox"/> Correct and response deficiencies reflected in the Improvement Plan.	

## **IA 9 – Terrorism**

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IA 9. Terrorism

The lead agencies for the State and Federal government are the Oregon State Police and the Federal Bureau of Investigation (FBI).

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government provides assistance as required. The County EOC typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Public Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Office of Emergency Management and the Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in the Basic Plan Appendices.

<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Continue to maintain and revise, as needed, the appropriate emergency response plans relating to terrorism response, including the EOP and annexes.	
<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by County Emergency Management.	
<input type="checkbox"/> Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	
<input type="checkbox"/> Ensure that terrorism response equipment and personnel inventories for the County and the regional teams are updated. This includes response to CBRNE agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
<input type="checkbox"/> Provide public safety information and educational programs for terrorism emergency preparedness and response.	
<b>SURVEILLANCE PHASE (BIO ONLY)</b>	
<input type="checkbox"/> Activate Incident/Unified Command upon recommendation from the Sheriff's Office. Unified Command may consist of County, regional, State, and Federal crisis management and consequence management agencies.	

IA 9. Terrorism

<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When deemed necessary, send fire, hazardous materials, law enforcement, public health, and others to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
<input type="checkbox"/> Evaluate the safety of emergency personnel. Initiate development of a site- and agent-specific health and safety plan.	
<input type="checkbox"/> Assess the situation and confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Activate public notification procedures. Contact agency and partner emergency personnel to ensure they are aware of the incident's status and are available and staffed to respond.	
<input type="checkbox"/> Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
<input type="checkbox"/> Conduct a hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	
<input type="checkbox"/> Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	<i>ICS Form 202: Incident Objectives, ICS Form 203, Organization Assignment List, ICS Form 204, Assignment List, ICS Form 205, Incident Radio Communications Plan, ICS Form 206, Medical Plan, Safety Message, Incident Map,</i>
<input type="checkbox"/> Maintain communication between field response crews, local/County EOCs, regional EOC, and State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
<input type="checkbox"/> Gather additional information. Include photographs and video recording.	
<input type="checkbox"/> Determine if the threat level for that area should be elevated and inform appropriate agencies if so.	
<input type="checkbox"/> Determine if any advisories should be issued to the public.	

<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
<ul style="list-style-type: none"> <li>▪ Be cognizant of any secondary devices that may be on site.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Be cognizant that CBRNE agents may be present.</li> </ul>	
<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<ul style="list-style-type: none"> <li>▪ Establish an Incident Command Post near the incident location. The Incident Command Post should be uphill and upwind of the incident location.</li> </ul>	
<input type="checkbox"/> Notify supporting agencies (dependent on the type of incident) and the County Commission.	
<ul style="list-style-type: none"> <li>▪ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.</li> </ul>	
<input type="checkbox"/> Determine the type, scope, and extent of the terrorism incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	<i>ICS Form 209: Incident Status Summary</i>
<ul style="list-style-type: none"> <li>▪ Notify the regional hazardous materials team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including the FBI), and ESF leads/coordinators of any situational changes.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Verify that the hazard perimeter and hazard zone security have been established.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.</li> </ul>	
<ul style="list-style-type: none"> <li>▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.</li> </ul>	
<input type="checkbox"/> Determine if the threat level for the affected area should be elevated and inform appropriate agencies if so.	
<input type="checkbox"/> Disseminate appropriate warnings to the public.	

IA 9. Terrorism

<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes.                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Dedicate time during each shift to preparing for shift change briefings.</li> </ul> </li> </ul>	<i>Incident Action Plan</i>
<ul style="list-style-type: none"> <li><input type="checkbox"/> Confirm or establish communications links among city EOCs, the County EOC, and State ECC, and primary and support agencies. Confirm operable phone numbers and backup communication links.</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Notification to the Oregon State Police and the FBI is required for all terrorism incidents.</li> <li><input type="checkbox"/> If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified.</li> <li><input type="checkbox"/> Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> <li><input type="checkbox"/> If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), County Public Health Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Implement local plans and procedures for Terrorism operations. Ensure copies of all documents are available to response personnel. Implement agency-specific protocols and standard operating procedures.</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Obtain current and forecasted weather to project potential hazardous materials vapor plumes (<i>recurring</i>).                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Note: Vapor plume modeling support may be obtained through regional hazardous materials teams, State, and/or Federal environmental protection agencies.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need to implement evacuations and sheltering activities (<i>recurring</i>). A determination of the use of shelter-in-place for surrounding residences and public facilities should be made.                             <ul style="list-style-type: none"> <li><input type="checkbox"/> Note: Refer to the U.S. Department of Transportation Emergency Response Guidebook for determining the appropriate evacuation distance from the source.</li> </ul> </li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need for and activate emergency medical services (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li><input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	

IA 9. Terrorism

<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
<input type="checkbox"/> Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	<i>ICS Resource Tracking Forms</i>
<input type="checkbox"/> Develop plans and procedures for registering regional hazardous materials teams or health and medical teams as they arrive on the scene and receive deployment orders.	
<input type="checkbox"/> Establish a Joint Information Center.	
<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts ( <i>recurring</i> ).	
<ul style="list-style-type: none"> <li>▪ Public information will be reviewed and approved for release by the EOC Manager and lead PIO before dissemination to the public and/or media partners.</li> </ul>	
<input type="checkbox"/> Record all EOC activity and completion of individual personnel tasks ( <i>recurring</i> ). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the person sending or receiving them, should be documented as part of the EOC log.	
<input type="checkbox"/> Develop and deliver situation reports ( <i>recurring</i> ). At regular intervals, the EOC Manager and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Develop an IAP ( <i>recurring</i> ). This document is developed by the Planning Section and approved by the EOC Manager. The IAP should be discussed at regular intervals and modified as the situation changes.	<i>ICS Form 202: Incident Objectives, ICS Form 203, Organization Assignment List, ICS Form 204, Assignment List, ICS Form 205, Incident Radio Communications Plan, ICS Form 206, Medical Plan, Safety Message, Incident Map</i>
<input type="checkbox"/> Implement objectives and tasks outlined in the IAP ( <i>recurring</i> ).	
<input type="checkbox"/> Coordinate with private-sector partners as needed.	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the EOC Manager and/or Safety Officer.	



<b>Terrorism Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the County, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the EPA may be necessary.	
<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>COOP/COG plans</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the EOC.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
<input type="checkbox"/> Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

# **IA 10 – Transportation Accidents**

IA 10. Transportation Accidents

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**IA 10. Transportation Accidents**

Two major types of transportation accidents are considered in this Incident Annex, air and rail. Motor vehicle accidents, which occur on roadways within the County, would not normally constitute a major emergency under the EOP, unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes.

The responding local Fire District and Sheriff’s Office will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is the NTSB’s policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

<b>Transportation Accidents Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the County Emergency Management.	
<input type="checkbox"/> Participate in the County’s preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
<input type="checkbox"/> Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to County EOC.	
<input type="checkbox"/> Inform Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by the County Emergency Manager and Fire Service Agencies.	
<input type="checkbox"/> Assess the County’s transportation infrastructure (e.g., roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
<input type="checkbox"/> Develop alternate routes based on assessment of hazard threats (railroad, roadways) that can damage transportation infrastructure and on input from the Oregon Department of Transportation, and other road owners.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Notification of the occurrence of a transportation incident will be issued through the 911 Dispatch Center or observance by field personnel.	
<input type="checkbox"/> Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and hazardous materials response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Determine the type, scope, and extent of the hazardous materials incident ( <i>recurring</i> ). Verify reports and obtain estimates of the area that may be affected.	<i>IA 7 - Hazardous Material Incident</i>

IA 10. Transportation Accidents

<b>Transportation Accidents Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Develop alternate routes based on assessment of damages to the County’s transportation infrastructure and on input from the Oregon Department of Transportation and other road owners on the countywide damage situation. Estimate emergency staffing levels and request personnel support.	
<input type="checkbox"/> County personnel should not attempt removal of accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
<input type="checkbox"/> The Sheriff’s Office has the authority to secure a crash site to maintain its integrity (after fire suppression and victim rescue operations are complete).	
<input type="checkbox"/> Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hrs)	
<input type="checkbox"/> For railroad accidents, the Incident Commander should contact the railroad company’s emergency response center as well as the NTSB prior to removing any victims or wreckage.	
<input type="checkbox"/> Coordinate the collection, storage, and dispositions of all human remains and their personal effects from the crash site.	
<input type="checkbox"/> Activate the County EOC and establish Incident Command or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response.	
<input type="checkbox"/> If appropriate, the Incident Commander (or designee) will activate the Emergency Alert System by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
<input type="checkbox"/> Develop work assignments for ICS positions ( <i>recurring</i> ).	<i>ICS Form 203: Organization Assignment List</i>
<input type="checkbox"/> Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the County EOC for support.	
<input type="checkbox"/> Notify supporting emergency response agencies, Oregon Department of Transportation, NTSB, and FAA if the accident involves an aircraft.	
<input type="checkbox"/> Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
<input type="checkbox"/> Confirm or establish communications links among city EOCs, the County EOC, and other operations centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
<input type="checkbox"/> Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
<ul style="list-style-type: none"> <li><input type="checkbox"/> For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified.</li> </ul>	

IA 10. Transportation Accidents

<b>Transportation Accidents Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<ul style="list-style-type: none"> <li>■ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.</li> </ul>	
<ul style="list-style-type: none"> <li>■ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Public information focusing on transit access points, control, and traffic control will be reviewed by the Sheriff, or designee. Information will be approved for release by the EOC Manager and Lead PIO prior to dissemination to the public.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ If necessary, establish a Joint Information Center staffed by PIOs from various agencies.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Advise the County EOC and Oregon Department of Transportation of road restrictions and resource/support needs.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Coordinate provision of up-to-date information to friends and family of victims. Consideration should be giving to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, NTSB, or FBI.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Submit a request for emergency/disaster declaration, as applicable.</li> </ul>	<i>Chapter 1 of the County EOP</i>
<ul style="list-style-type: none"> <li>☐ If necessary, determine the need to conduct evacuations and sheltering activities.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Coordinate with the American Red Cross to provide shelter and family referral services through the EOC.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Determine the need for additional resources and request them as necessary through appropriate channels.</li> </ul>	
<ul style="list-style-type: none"> <li>☐ Develop an IAP (<i>recurring</i>). This document is developed by the Planning Section and approved by the EOC Manager. The IAP should be discussed at regular intervals and modified as the situation changes.</li> </ul>	<i>ICS Form 202: Incident Objectives, ICS Form 203, Organization Assignment List, ICS Form 204, Assignment List, ICS Form 205, Incident Radio Communications Plan, ICS Form 206, Medical Plan, Safety Message, Incident Map</i>
<ul style="list-style-type: none"> <li>☐ Implement objectives and tasks outlined in the IAP (<i>recurring</i>).</li> </ul>	

IA 10. Transportation Accidents

<b>Transportation Accidents Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Record all EOC and individual personnel activities ( <i>recurring</i> ). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	<i>EOC Planning Section Position Checklist, ICS Form 214: Unit Log</i>
<input type="checkbox"/> Record all incoming and outgoing messages ( <i>recurring</i> ). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
<input type="checkbox"/> Produce situation reports ( <i>recurring</i> ). At regular intervals, the EOC Controller and staff will assemble a Situation Report.	<i>ICS Form 209: Incident Status Summary</i>
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the EOC Manager and/or Safety Officer.	
<input type="checkbox"/> Coordinate with the American Red Cross to assist families affected by the transportation incident	
<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	<i>ICS Form 221 - Demobilization Plan</i>
<input type="checkbox"/> Release mutual aid resources as soon as possible.	
<input type="checkbox"/> If necessary, provide critical incident stress management to first responders.	
<input type="checkbox"/> Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
<input type="checkbox"/> Deactivate/demobilize the County EOC.	
<input type="checkbox"/> Implement revisions to the County EOP and supporting documents based on lessons learned and best practices adopted during response.	
<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	

# IA 11 – Utility Failure



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IA 11. Utility Failure

<b>Utility Failure Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<b>PRE-INCIDENT PHASE</b>	
<input type="checkbox"/> Coordinate with local electric utilities for information affecting local jurisdictions, obtain historical information on average outages and extended outages. Gather emergency contact information from each utility that provides service.	
<input type="checkbox"/> Coordinate with schools, daycare centers, nursing homes, rest homes, hospitals, etc. in proper precautions and emergency actions prior to a major power failure. Encourage the purchase and installation of emergency generators.	
<input type="checkbox"/> Coordinate with local planning boards and inspections departments regarding building codes and code enforcement to minimize damages that might occur from a prolonged power failure.	
<input type="checkbox"/> Conduct hazard analysis of vital facilities and the impact of a major power failure on one or more of those facilities. Encourage such facilities to incorporate standby generators in their emergency plans.	
<input type="checkbox"/> Coordinate with local broadcast media to ensure timely and accurate Emergency Alert System activation.	
<input type="checkbox"/> Procure or produce information pamphlets for distribution to the public with assistance from utilities (e.g., "What to do When the Lights Go Out").	
<input type="checkbox"/> Ensure that the public is aware that they should contact their electric utility provider to report outages.	
<input type="checkbox"/> Determine the availability of shelters and obtain shelter agreements if the American Red Cross has not.	
<input type="checkbox"/> Coordinate with the Red Cross, public agencies, and/or the Salvation Army for shelter operations, as appropriate.	
<b>RESPONSE PHASE</b>	
<input type="checkbox"/> Establish incident command.	
<input type="checkbox"/> Identify immediate action or response requirements.	
<input type="checkbox"/> Immediately carry out the actions necessary to preserve life and or property, including the deployment of required resources.	
<input type="checkbox"/> Activate the EOC as appropriate.	
<input type="checkbox"/> Organize or establish the EOC, based on operational procedures.	
<input type="checkbox"/> Issue alert and warning based on procedure and as warranted.	
<input type="checkbox"/> Establish communications with responding agencies.	

IA 11. Utility Failure

<b>Utility Failure Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Through communications with responding agencies determine as quickly as possible: <ul style="list-style-type: none"> <li>- General boundary of the affected area.</li> <li>- The general extent of power or other utility disruption.</li> <li>- Immediate needs of response forces or utilities.</li> <li>- Estimated time of repair or duration of outage.</li> <li>- Estimated population affected.</li> </ul>	
<input type="checkbox"/> Evaluate overall situation.	
<input type="checkbox"/> Communicate with the National Weather Service for forecast information for estimated duration of outage/failure (freezing temperatures, etc.).	
<input type="checkbox"/> Establish communications with the state.	
<input type="checkbox"/> Establish communications with and request a liaison from electric and gas utilities as appropriate.	
<input type="checkbox"/> Establish ongoing reporting from the response forces and utilities.	
<input type="checkbox"/> Coordinate with the Red Cross (or designated lead agency) the opening of appropriate number of shelters in the appropriate areas, based on shelter procedure.	
<input type="checkbox"/> On order, evacuate affected areas using available response forces.	
<input type="checkbox"/> Conduct first staff briefing as soon as practical after EOC activation.	
<input type="checkbox"/> Activate or establish rumor control through the PIO.	
<input type="checkbox"/> Establish a schedule for briefings.	
<input type="checkbox"/> Brief County/agency/utility executives.	
<input type="checkbox"/> Provide PIO with updated information.	
<input type="checkbox"/> Provide response forces with updated information, as appropriate.	
<input type="checkbox"/> Release causal information via the PIO as soon as practical.	
<input type="checkbox"/> If appropriate, establish a Joint Information Center with the utility.	
<input type="checkbox"/> Issue action guidance as appropriate.	
<input type="checkbox"/> Establish 24/7 duty roster for the EOC and or command post.	
<input type="checkbox"/> Develop and post any required maps or diagrams.	
<input type="checkbox"/> Activate an events log.	
<input type="checkbox"/> Review and follow resource procurement procedures.	
<input type="checkbox"/> Inventory additional resources that may be used or called upon for use.	
<input type="checkbox"/> Activate formal resource request procedures and resource tracking.	
<input type="checkbox"/> Coordinate all resource requests being forwarded to the state.	
<input type="checkbox"/> Activate financial tracking plan coordinated by the Finance Officer.	

IA 11. Utility Failure

<b>Utility Failure Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Activate damage assessment and follow damage assessment procedures.	
<input type="checkbox"/> Develop a 12-hour IAP outlining actions that must be accomplished in the next 12 hours.	
<input type="checkbox"/> Conduct briefing of the oncoming.	
<input type="checkbox"/> Discuss with oncoming personnel the IAP for the next 12 hours.	
<b>RECOVERY/DEMOBILIZATION PHASE</b>	
<input type="checkbox"/> Gather damage assessment information for public property, housing, and businesses from damage assessment teams.	
<input type="checkbox"/> Gather information from utilities regarding the potential for additional immediate or prolonged outages.	
<input type="checkbox"/> Obtain information from the Red Cross regarding the number of people sheltered and the support necessary for continued operation.	
<input type="checkbox"/> Obtain from the Red Cross an estimated duration period for continued shelter operations, if any.	
<input type="checkbox"/> Assess citizen/community needs for individual assistance and or public assistance.	
<input type="checkbox"/> Activate a local unmet needs committee if appropriate.	
<input type="checkbox"/> Gather financial information from the Finance Officer.	
<input type="checkbox"/> As appropriate, gather additional information, such as: <ul style="list-style-type: none"> <li>- Personnel that responded and the time involved in the response.</li> <li>- Time sheets or time logs.</li> <li>- Supplies used.</li> <li>- Contracts issued.</li> <li>- Purchase orders issued.</li> <li>- Additional expenditures.</li> <li>- Damages to public buildings, equipment, utilities, etc.</li> <li>- Loss of life of any public servant.</li> <li>- Documents regarding economic impact.</li> </ul>	
<input type="checkbox"/> Develop or generate reports for the following, as appropriate: <ul style="list-style-type: none"> <li>- FEMA.</li> <li>- State agencies.</li> <li>- Local elected officials.</li> <li>- County executives.</li> <li>- Others requiring or requesting reports.</li> </ul>	
<input type="checkbox"/> Coordinate recovery organizations, including Federal and State agencies and private or volunteer relief organizations.	
<input type="checkbox"/> Establish donations management based on policy and procedure.	

IA 11. Utility Failure

<b>Utility Failure Incident Checklist</b>	
<b>Action Items</b>	<b>Supplemental Information</b>
<input type="checkbox"/> Local power outages are unlikely to lead to a Presidential declaration of disaster; however, if a Presidential declaration of disaster is made, file a "Request for Public Assistance" to apply for assistance as soon as possible with the proper State or Federal agency.	
<input type="checkbox"/> Ensure that public officials are made aware of the assistance application process, if applicable.	
<input type="checkbox"/> Ensure that the general public is made aware, through the PIO, of the assistance application process, if applicable.	
<input type="checkbox"/> Perform an incident critique as soon as possible with all possible response organizations.	
<input type="checkbox"/> Review and correct any weaknesses in the plan.	
<input type="checkbox"/> Implement hazard mitigation or modify the hazard mitigation plan accordingly.	
<input type="checkbox"/> Brief elected officials with updated information and disaster recovery progress.	