

Morrow County, Oregon
EMERGENCY OPERATIONS PLAN



**Reviewed and Updated
by
Morrow County Emergency Management**

March 2022

Original 2012 Version Prepared for:

Morrow County Sheriff's Office
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Original 2012 Version Prepared by:



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Global Specialists in the Environment



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Preface

Morrow County’s emergency management mission is to coordinate and integrate prevention, mitigation, preparedness, 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, these emergencies are 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. The Morrow County EOP provides the foundation and guidance for use of a common language, fundamental principles and incident management system necessary to effectively manage incidents within or affecting the County.

No guarantee of a perfect response system is expressed or implied by this plan, implementing instructions or procedures. Recognizing County government assets and systems are vulnerable to natural and technological disaster, they may be overwhelmed. The County can only attempt to make every reasonable effort to respond based on the situation, information and resources available at the time of disaster.

Every person who lives or works in Morrow County shares responsibility for minimizing the impact of disasters on our 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 and self-sufficiency. To the extent possible, the County will assist its citizens in carrying out this responsibility by providing preparedness and mitigation information, and delivering critical public services during a disaster. However, the reality is that a major emergency is likely to damage the County’s critical infrastructure and reduce the workforce available to

continue essential government services. Knowledgeable citizens prepared to take care of themselves and their families in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

Letter of Promulgation


To all Recipients:

Promulgated herewith is the revised Morrow County Emergency Operations Plan. This plan supersedes any previous versions of the Emergency Operations Plan. It provides a framework within which Morrow County can plan and perform its respective emergency functions during a disaster or national emergency.

While focused on response and short-term recovery, this Emergency Operations Plan attempts to be all-inclusive in combining the four phases of emergency management, which are:

- **Prevention:** Prevent, avoid or stop an imminent, threatened or actual act of terrorism.
- **Protection:** Protect our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations and way of life to thrive.
- **Mitigation:** Reduce the loss of life and property by lessening the impact of future disasters.
- **Response:** Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- **Recovery:** Recover through a focus on the timely restoration, strengthening and revitalization of infrastructure, housing and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of communities affected by a catastrophic incident.

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




Jim Doherty
Chair



Melissa Lindsay
Commissioner



Don Russell
Commissioner



Date

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Plan Administration

The Morrow County Emergency Operations Plan, including appendices and annexes, will be reviewed annually or as appropriate after an exercise or incident response. The plan will be formally re-promulgated by the County once every five years. The County will notify the State of Oregon Office of Emergency Management upon re-promulgation of the plan.

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.	Summary of Changes
2012	Plan Update	Comprehensive plan revision through State OEM EOP Planning Project
2013	Plan Update	Undersheriff Plan Update
2022	Plan Update	Comprehensive plan revision to make plan align more with NIMS, ICS, and Oregon Emergency Management.

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Plan Distribution List

Copies of this Emergency Operations Plan will be provided electronically to the jurisdictions, agencies, and persons listed in the following table, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective copies of the Emergency Operations Plan when changes are received. The Morrow County Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the Emergency Operations Plan will be maintained in the Emergency Manager's Office.

Date	No. of Copies	Jurisdiction/Agency/Person
		Oregon Emergency Management
		Assessor
		Board of Commissioners
		Community Counseling Solutions
		County Clerk
		District Attorney
		Emergency Management
		Fair and Rodeo
		Finance
		Fire Departments/District
		Justice Court
		Juvenile Department
		The Loop/Public Transit
		Planning
		Public Health
		Public Works
		Sheriff's Office
		Veteran's Services
		Morrow County Health District

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Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Manager
Emergency Support Function Annexes	
ESF 1 Transportation	Public Works
ESF 2 Communications	Sheriff's Office
ESF 3 Public Works	Public Works
ESF 4 Firefighting	Local Fire Districts/Departments
ESF 5 Information and Planning	Emergency Manager
ESF 6 Mass Care	Emergency Manager American Red Cross
ESF 7 Resource Support	Emergency Manager
ESF 8 Health and Medical	Public Health
ESF 9 Search and Rescue	Sheriff's Office
ESF 10 Hazardous Materials	Emergency Manager Local Fire Districts/Departments
ESF 11 Agriculture, Animal, and Natural Resources	Emergency Manager
ESF 12 Energy	Public Works
ESF 13 Law Enforcement	Sheriff's Office
ESF 14 Business & Industry	Board of Commissioners
ESF 15 Public Information	Emergency Manager
ESF 16 Volunteers & Donations	Emergency Manager
ESF 17 Cyber & Infrastructure Security	Emergency Manager Sheriff's Office Information Technology
ESF 18 Military Support	Emergency Manager Sheriff's Office

Section/Annex	Responsible Party
Recovery Support Function Annexes	
RSF 1 Community Planning	Planning Department
RSF 2 Economic Recovery	Board of Commissioners
RSF 3 Health Services	Public Health
RSF 4 Social Services	Public Health
RSF 5 Disaster Housing	Board of Commissioners
RSF 6 Infrastructure Systems	Public Works
RSF 7 Natural and Cultural Resource	Planning Department
Incident Annexes	
IA 1 Drought	Emergency Manager
IA 2 Earthquake	Public Works
IA 3 Fire (Wildland/Urban Interface	Local Fire Districts and Departments
IA 4 Flood (including Dam Failure)	Public Works
IA 5 Severe Weather (including Landslide)	Public Works
IA 6 Volcano	Emergency Manager
IA 7 Hazardous Materials Incident	Local Fire Districts and Departments
IA 8 Public Health Incident	Public Health
IA 9 Transportation Accident	Sheriff's Office
IA 10 Terrorism	Sheriff's Office

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Morrow County EOP Annexes

Emergency Support Function Annexes

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

Recovery Support Function Annexes

RSF 1	Community Planning and Capacity Building
RSF 2	Economic Recovery
RSF 3	Health Services
RSF 4	Social Services
RSF 5	Disaster Housing
RSF 6	Infrastructure Systems
RSF 7	Natural and Cultural Resources

Morrow County EOP Annexes

Incident Annexes

IA 1	Drought
IA 2	Earthquakes
IA 3	Fire (Wildland/Urban Interface)
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather (including Landslides)
IA 6	Volcano/Volcanic Activity
IA 7	Hazardous Materials (Accidental Release)
IA 8	Public Health Incident
IA 9	Transportation Accidents
IA 10	Terrorism

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Basic Plan

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1

Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for Morrow County’s (County’s) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the County will conduct emergency operations, utilizing a combination of technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, staff, response partners, and policy makers. Specifically, this EOP describes a concept of operations for the County during an emergency and identifies the roles and responsibilities of County departments and personnel when an incident occurs. It also establishes high-level guidance that supports implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The County views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and organizational culture that prioritizes increased disaster resiliency. The Emergency Manager will maintain the EOP through a program of continuous improvement, including ongoing involvement of County departments and of agencies and individuals with responsibilities and interests in this plan and its supporting documents.

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, 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 these responsibilities 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 toward survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of this EOP is to outline the County's all-hazard approach to emergency operations 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 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 who 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, the EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the County
- Health emergencies
- Life-safety issues County-wide

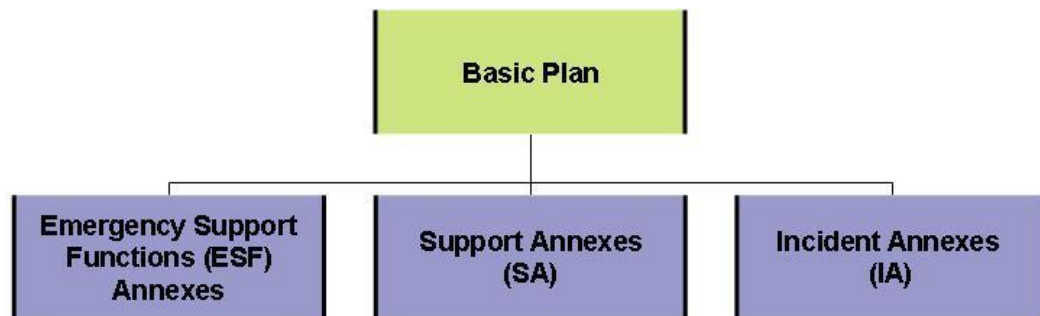
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander (IC) or other authorized official.

1.4 Plan Organization

The County EOP is composed of four main elements:

- Basic Plan (with Appendices)
- Emergency Support Function Annexes
- Support Annexes
- Incident Annexes

Figure 1-1 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

ESF Annexes present the missions, policies, structures, and responsibilities of County agencies for coordinating function-specific resource and programmatic support during an incident. 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, escalation pathways and resource request procedures for seeking additional support from State agencies are clearly defined in each Annex. The following ESFs supplement the information in the Basic Plan:

Table 1-1 Morrow County EOP Emergency Support Functions

Annex	Function	Annex	Function
ESF 1	Transportation	ESF 10	Hazardous Materials
ESF 2	Communications	ESF 11	Agriculture, Animals, and Natural Resources
ESF 3	Public Works	ESF 12	Energy
ESF 4	Firefighting	ESF 13	Law Enforcement
ESF 5	Information & Planning	ESF 14	Business & Industry
ESF 6	Mass Care	ESF 15	Public Information
ESF 7	Resources Support	ESF 16	Volunteers & Donations
ESF 8	Health & Medical	ESF 17	Cyber & Infrastructure Security
ESF 9	Search & Rescue	ESF 18	Military Support

1.4.3 Coordination with State Emergency Support Functions

During a major emergency or disaster affecting the County or a portion thereof, departments and special districts may be asked to support the larger response. The request for such assistance would come from Oregon Emergency Management (OEM). Table 1-2 outlines the ESFs each agency/organization may be requested to support.

Table 1-2 Morrow County Coordination with State ESFs

	ESF 1 – Transportation	ESF 2 – Communications	ESF 3 – Public Works	ESF 4 – Firefighting	ESF 5 – Information & Planning	ESF 6 – Mass Care	ESF 7 – Resource Support	ESF 8 – Health & Medical	ESF 9 – Search & Rescue	ESF 10 – Hazardous Materials	ESF 11 – Agriculture, Animal, & Nat Res	ESF 12 – Energy	ESF 13 – Law Enforcement	ESF 14 – Business & Industry	ESF 15 – Public Information	ESF 16 – Volunteers & Donations	ESF 17 – Cyber & Infrastructure Security	ESF 18 – Military Support
Key:																		
P – Primary																		
S – Support																		
Morrow County																		
Airport	S				S		S											
Assessor			S		S		S							S				
Board of Commissioners					S		S			S	S			P	S			
County Clerk					S		S								S			
District Attorney					S		S						S					
Emergency Management	S	P	S	S	P	P	P	S	S	P	P	S	S	S	P	P	S	S
Environmental Health					S	S	S											
Fair and Rodeo					S	S	S				S							
Finance					S		S							S				
Justice Court					S		S						S					
Juvenile Department					S		S						S					
The Loop/Public Transit	S				S	S	S											
Planning			S		S		S											
Public Health					S	P	S	P		S	S							
Public Works	P	S	P		S	S	S			S		P						
Sheriff’s Office	S	P		S	S	S	S		P	S			P		S	S	S	P
Veteran’s Services					S	S	S							S				
Special Districts																		
Fire Defense Board	S			P						P								
Fire Departments/Districts	S	S		S		S	S		S	S								
Franchise/Private Haulers and Recyclers			S															

	ESF 1 – Transportation	ESF 2 – Communications	ESF 3 – Public Works	ESF 4 – Firefighting	ESF 5 – Information & Planning	ESF 6 – Mass Care	ESF 7 – Resource Support	ESF 8 – Health & Medical	ESF 9 – Search & Rescue	ESF 10 – Hazardous Materials	ESF 11 – Agriculture, Animal, & Nat Res	ESF 12 – Energy	ESF 13 – Law Enforcement	ESF 14 – Business & Industry	ESF 15 – Public Information	ESF 16 – Volunteers & Donations	ESF 17 – Cyber & Infrastructure Security	ESF 18 – Military Support	
Key:																			
P – Primary																			
S – Support																			
Local Municipalities	S		S		S	S	S												
Local School Districts	S					S													
Morrow County Health District						S	S	S		S									
North Morrow Vector Control District								S			S								
Umatilla/Morrow County Radio Data District		S																	
Private/Non-Profit Organizations																			
Amateur Radio (ARES/RACES/AuxComm)		S							S										
American Red Cross						S	S												
Community Counseling Solutions						S		S											
Emergency Medical Services								S	S	S									
Private Utilities												S							
OSU Extension Office											P								

1.4.4 Incident Annexes

Incident Annexes describe the concept of operations to address specific contingency or hazard situations or an element of an incident requiring specialized application of the County EOP. The Incident Annexes provide tactical information and critical tasks unique to specific natural and human caused/ technological hazards that could pose a threat to the County. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment (HIVA) conducted for the County. The following Incident Annexes supplement the information in the Basic Plan:

Table 1-3 Morrow County Incident Annexes (IAs)

Annex	Hazard
IA 1	Drought
IA 2	Earthquake
IA 3	Fire (Wildland/Urban Interface)
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather (including Landslide/Debris Flow)
IA 6	Volcano
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Transportation Accident
IA 10	Terrorism

Note: Resource shortages and civil disobedience are considered secondary risks during any emergency situation.

1.4.5 Plan Assignments

■ Primary Agency

- Identifies lead agencies for emergency functions based on the agency’s authority, functional expertise, resources and capabilities in managing incident activities. Primary agencies will conduct or coordinate operations as described in this plan at the direction of the County Emergency Management Organization.

■ Supporting Agency

- Identifies those agencies with substantial support roles during major incidents. All County agencies are potentially support agencies, with On-Scene/EOC Command determining what resources are needed to effectively manage an incident.

1.5 Relationship to Other Plans

While the EOP provides the framework for emergency operations within the County, other plans and programs within or affecting the County contain information and resources useful in emergency planning and response. The most important of these plans are identified below.

1.5.1 Federal Plans

1.5.1.1 National Incident Management System

Homeland Security Presidential Directive (HSPD)-5 directed the Secretary of the Department of Homeland Security (DHS) to develop, submit for review by the Homeland Security Council, and administer NIMS. NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and coordinated command structure to help facilitate a more efficient response among departments and agencies at all levels of government and, if necessary, spanning jurisdictions.

1.5.1.2 National Prevention Framework

The National Prevention Framework describes what the whole community—from community members to senior leaders in government—should do upon the discovery of an imminent threat to the homeland. An imminent threat is intelligence or operational information that warns of a credible, specific, and impending terrorist threat or ongoing attack against the United States. This Framework helps achieve the National Preparedness Goal of a secure and resilient Nation that is optimally prepared to prevent an imminent terrorist attack within the United States.

1.5.1.3 National Protection Framework

The National Protection Framework describes the way that the whole community safeguards against acts of terrorism, natural disasters, and other threats or hazards. The Protection processes and guiding principles contained in this Framework provide a unifying approach that is adaptable to specific Protection mission requirements, mission activities, jurisdictions, and sectors.

1.5.1.4 National Mitigation Framework

The National Mitigation Framework sets the strategy and doctrine for how the whole community builds, sustains, and delivers the Mitigation core capabilities identified in the National Preparedness Goal in an integrated manner with the other mission areas.

1.5.1.5 National Response Framework

The NRF is a guide that provides information on the Federal government's processes for conducting all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the United States. It describes specific authorities and best management practices for incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The NRF organizes the types of Federal response assistance a state is most likely to need into 18 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

1.5.1.6 National Disaster Recovery Framework

The National Disaster Recovery Framework (NDRF) 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

1.5.2.1 State of Oregon Emergency Management Plans

The State of Oregon Emergency Management Plan (EMP) is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) Chapter 401.270, which are designed

to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The OEM Director advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP 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.*** 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 that serve as the mechanism for response support to local and tribal partners.
- ***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 that serve as the delivery mechanism for recovery support local and tribal partners.

Other Oregon Emergency Plans:

- ***Cascadia Playbook.*** Describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, 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.
- ***Volcano Coordination Plans.*** These coordination plans describe the roles and responsibilities of agencies in the event of a volcanic eruption in Oregon.

Activation and implementation of the Oregon EMP (or specific elements of the plan) may occur under various situations. The following criteria would result in activation of the EMP, including the EOP:

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a “State of Emergency.”
- A Statewide disaster is imminent or occurring.
- Terrorist activities or Weapons of Mass Destruction (WMD) incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

1.5.3 County Emergency Plans

1.5.3.1 Natural Hazards Mitigation Plan

Morrow County has developed a Natural Hazards Mitigation Plan in an effort to reduce future loss of life and property resulting from natural disasters such as the Heppner Flood, which was the worst flood, in terms of loss of life, ever to occur in Oregon. It is impossible to predict exactly when such disasters will occur, or the extent to which they will affect the County. However, with careful planning and collaboration among public agencies, private-sector organizations, and citizens within the community, it is possible to minimize the losses that can result from natural disasters.

A natural disaster occurs when a natural hazard impacts people or property and creates adverse conditions within a community. This plan focuses on the primary natural hazards that could affect Morrow County, Oregon, which include drought, wildfire, flooding, windstorms, winter storm, and, to a lesser extent, landslides, earthquakes, and volcanic events. The dramatic increase of the costs associated with natural disasters over past decades has fostered interest in identifying and implementing effective means of reducing vulnerability. The Natural Hazards Mitigation Plan is intended to assist Morrow County reduce its risk from natural hazards by identifying resources, information, and strategies for risk reduction.

The plan is non-regulatory in nature, meaning that it does not set forth any new policy. It does, however, provide: (1) a foundation for coordination and collaboration among agencies and the public in the County; (2) identification and prioritization of future mitigation activities; and (3) assistance in meeting Federal planning requirements and qualifying for assistance programs.

The plan provides a set of actions to prepare for and reduce the risks posed by natural hazards through education and outreach programs, the development of partnerships, and implementation of preventative activities such as land use or watershed management programs. The resources and information within the mitigation plan establish a foundation for coordination and collaboration among agencies and the public in Morrow County, identify and prioritize future mitigation projects, and assist in meeting qualifications for Federal assistance programs. The actions described in the plan are intended to be implemented through existing plans and programs within the County.

The Morrow County Natural Hazards Mitigation Plan is currently being updated.

1.5.3.2 Continuity of Operations Plan

The County has not formalized a Continuity of Operations Plan (COOP) or a Continuity of Government (COG) plan to date. However, should the County develop or implement these plans in the future, they may be used in conjunction with the EOP during various emergency situations. The COOP and COG plan detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. These plans identify essential functions of local government, private sector businesses, and community services, and delineate procedures developed to support their continuation. COOP and COG plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determinations and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.

- Reconstitution and resumption of normal operations.

1.5.3.3 Public Health Emergency Preparedness Plans

The purpose of the Morrow County Public Health Preparedness Plan is to describe 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. This document may also serve as a guideline for public health personnel responding to a major or catastrophic incident.

County public health administrators are charged with the strict and thorough enforcement of the public health laws of Oregon. As part of their duties, they may enact protective public health measures on matters relating to the preservation of life and health of the people of the State. Except for a naturally occurring pandemic, a bioterrorism event may be the most challenging experience the public health arena will ever face. The control of such an epidemic requires a coordinated effort of public health, public safety agencies, and emergency management organizations traditionally lacking in integrated operations.

1.5.3.4 Community Wildfire Protection Plan (CWPP)

The CWPP was developed using a collaborative process between the County and agencies reducing wildfire risk.

The Morrow County Community Wildfire Protection Plan is currently being updated.

1.5.4 City Emergency Plans

City officials have primary responsibility for the safety and welfare of their citizens and maintain oversight of resources and operations within their jurisdictions. Cities are encouraged to integrate their emergency planning and response operations with the County. All cities within the County use NIMS/ICS to manage incidents. Cities are requested to provide a copy of their current EOP to the County to aid in coordinated response.

1.5.5 Special District Emergency Plans

Special districts have a separate system of governance, and their service areas often overlap multiple city and county boundaries. Some special districts provide primary emergency response for incidents in their districts using their own plans, policies, and procedures, which are coordinated with county and city emergency plans. Most special district incident response is limited to activities directly related to the service(s) they provide. They rely on support from external agencies during response to a major incident.

1.6 Authorities

The following section highlights significant County and State regulations and plans governing activities for responding to major emergencies and disasters.

Under the provisions of HSPD–5, the Secretary of Homeland Security is the principal Federal official for domestic incident management.

1.6.1 Legal Authorities

In the context of the County 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 Board of Commissioners to declare a state of emergency.

The County conducts all emergency management functions in a manner consistent with NIMS. Procedures for supporting NIMS implementation and training for the County have been developed and formalized by the County EMO.

As approved by the County Board of Commissioners, the Emergency Manager has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-5 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-4 Legal Authorities

Federal
<ul style="list-style-type: none"> – Federal Emergency Management Agency (FEMA) Policy <ul style="list-style-type: none"> ○ 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 100-707 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended August 2016)

State of Oregon

- Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management
- Oregon Revised Statutes (ORS) 279B.080 Emergency Procurements
- ORS 294.481 Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
- ORS 401 Emergency Management and Services
- ORS 402 Emergency Mutual Assistance Agreements
- ORS 403 Public Safety Communications System
- ORS 404 Search and Rescue
- ORS 431 State and Local Administration and Enforcement of Health Laws
- ORS 433 Disease and Condition Control; Mass Gatherings; Indoor Air
- ORS 476 State Fire Marshal; Protection from Fire Generally
- ORS 477 Fire Protection of Forests and Vegetation

Morrow County

- Resolution R-9 2007 Adoption of NIMS

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).

Copies of these documents can be accessed through the Office of Morrow County Emergency Management. 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 County Board of Commissioners allows for flexibility in managing resources under emergency conditions such as:

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- 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.
- Commit to mutual aid agreements.
- 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 their resources.
- Suspend standard procurement procedures to obtain necessary services and/or equipment.
- Redirect funds for emergency use.
- Direct agencies in county government to reassign personnel and resources as needed.

In a declared emergency, the Morrow County Sheriff or designee may:

- Close County and local access roads.
- Request other agencies and persons to close roads, or other property under their jurisdiction or control.
- Prohibit any person from entering in an area subject to a closure order.
- Coordinate with Morrow County Road Department to maintain traffic flow and conduct mitigation measures to minimize the impact to citizens using the closed area.

The Morrow County Emergency Manager is responsible for ensuring that coordinated and effective emergency response systems, plans, and operations are developed and maintained. Existing agencies of government will perform emergency activities closely related to those they perform routinely.

Mutual aid agreements and requests for help from organized volunteer groups will only be activated when an emergency response is beyond the means of Morrow County's resources.

County Counsel 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 Morrow County Disaster Declaration Process

A declaration of emergency by the County is the first step in accessing State and Federal disaster assistance. Under ORS 401, a local state of emergency may be declared by authorized individuals as identified in County ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and

to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing Mutual Aid Agreements (MAAs) and then through the State.

If the emergency area is within a city, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Office. Requests for a State declaration shall be made by the Executive Officer(s) of the County in which the emergency event is occurring. State assistance will be provided only after a “good faith” effort has been made, local resources are exhausted or nearing depletion, and MAAs have been initiated. Local resources include those available under mutual aid or through the County.

The following documents need to be forwarded to the County Board of Commissioners for action:

- County Board of Commissioners order declaring an emergency (see Appendix A for sample Disaster Declaration Forms), including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster.
- Supporting documentation or findings as determined necessary by the Chair of the County Board of Commissioners, or successor.
- Letter to the Governor advising of the County’s declaration and the request for a state declaration as appropriate, as well as any requests for assistance.

Requests for State assistance should be forwarded to OEM as soon as practical. These requests will be uploaded through OPSCENTER by the County Emergency Manager or a designee.

Requests for State/Federal assistance need to include:

- The type of emergency or disaster.
- The location(s) affected.
- The number of deaths, injuries, and population still at risk.
- The current emergency conditions or threats.
- An initial estimate of the damage and impacts.
- Specific information about the assistance being requested.
- Actions taken and resources committed by local governments (City and County).

If circumstances prohibit timely action by the County Board of Commissioners, the County Chair or the succeeding Commissioner may verbally declare a State of Emergency. For purposes of the immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration. A formal review before the County Board of Commissioners will follow as soon as prudently possible, with a signed order replacing the emergency order.

1.7.3 State Declaration Process

The Governor can declare a State of Emergency under authority granted in ORS Chapter 401. Under a "declaration," the Governor has complete authority over all State agencies and has the right to exercise, within the area designated in the proclamation, all police powers vested in the State by the Oregon Constitution.

Under extreme circumstances, a Governor's declaration provides authority for the Governor to suspend provisions of any order or rule of any State agency if the Governor determines and declares that strict compliance with the provisions of the order or rule would in any way prevent, hinder, or delay mitigation of the effects of the emergency.

It also provides for the authority to direct State agencies to utilize and employ State personnel, equipment, and facilities for activities designated to prevent or alleviate actual or threatened damage due to the emergency. This includes the National Guard. It specifies that the Governor may direct the agencies to provide supplemental services and equipment to local governments to restore any services in order to provide for the health and safety of citizens of the affected area.

A State of Emergency is usually enacted by a Governor's Executive Order, which establishes directions to, and expectations of, State agencies to use available resources to assist local communities and alleviate disaster conditions.

1.7.4 State Assistance

The Oregon Office of Emergency Management (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 County Emergency Manager, under the direction of the County Sheriff. 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.

1.7.5 Federal Assistance

The Federal Emergency Management Agency (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 NRF.

1.8 Continuity of Government

1.8.1 Line of Succession

Table 1-5 Lines of Succession

Hierarchy	Emergency Coordination	Emergency Policy and Governance
1st	Emergency Manager	County Board of Commissioners Chair
2nd	Emergency Manager assigned from Eastern Oregon Emergency Management District	County Board of Commissioners (order of succession)
3rd	Director of Operations per incident	County Administrator

Each County department is responsible for pre-identifying lines of succession in management's absence. Lines of succession for each department can be accessed through the County Administrators office. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. 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 the COOP and COG plan to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

In order to provide normal government operations following a disaster, vital records must be protected. These would include legal documents as well as personal documents such as property deeds and tax records.

The principal causes of damage to records are fire and water; therefore, essential records should be protected accordingly. Each agency will develop Standard Operating Procedures (SOPs) to ensure the protection of vital records.

Vital records of each department will be protected to the maximum extent feasible. All records generated during an emergency will be collected and filed in an orderly manner so a chronology of events can be reviewed for future plans, settlement of claims, and lessons learned.

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 to the Director of OEM according to provisions outlined under ORS Chapter 401. Refer to 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 are responsible for requesting additional resources required for emergency operations. In times of declared disasters, all assistance requests will be made through the County Emergency Manager via the County EOC. The County EMO processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal, in close coordination with the local Fire Chiefs. The Act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The local Fire Chiefs assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the Act. More information about wildfires in the County can be found in the County Community Wildfire Protection Plan.

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.

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

- The County Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs.

- The County Board of Commissioners will declare a state of emergency and direct the County Emergency Manager to request assistance through the state.
- If a quorum of the board 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 County 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 County Administrator to identify budgetary shortfalls. The Human Resources and Finance Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests.

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 local fire service agencies. 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:

- Contact the Fire Defense Board Chief to request the Conflagration Act be invoked.
- The Fire Defense Board Chief calls the Oregon Emergency Response System- 800.452.0311 for contact by the OSFM Duty Officer.
- The Fire Defense Board Chief will receive contact from the Duty Officer or Chief Deputy. Fire Defense Board Chief will provide the following information:
 - 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
- Once the conflagration is declared an Incident Conference call will be scheduled. The call will be made up of the following parties.
 - Incident Commander at the incident
 - Incident Commander of the SFM IMT
 - Deputy Incident Commander of the SFM IMT
 - Local Fire Chief
 - Fire Defense Board Chief
 - Deputy State Fire Marshal
 - Agency Operations Center Manager
 - State Fire Marshal and Emergency Response Unit staff
- The Local Chief is responsible for assisting in:
 - Local GIS capabilities or maps
 - Work with IMT to locate a base camp
 - Maintain communication with the IMT throughout the deployment to assist with emergency management and other local issues.
- The decision to request the Act is appropriate if, considerations are:
 - Life threatening situations (firefighter or public safety)
 - Evacuations currently taking place
 - Advisory evacuations
 - Evacuation plans in place
 - Road, highway, or freeway closures
 - Real Property Threatened

- Number of structures, commercial and/or residences
- Number of subdivisions
- Population affected
- Historically 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 fire behavior and fuels conditions

Source: Oregon Fire Service Mobilization Plan (2019)

1.9.2 Legal Support and Liability Issues

Legal support for the County’s emergency management organization is provided by County Counsel. Responsibilities related to legal services include:

- Advising County Officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - 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, 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.

1.9.3 Reporting and Documentation

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

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. 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOPs will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow 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 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 also providing health and medical services during a pandemic or other type of public health emergency. Safety precautions and personal protective equipment (PPE) decisions

will be specific to the type of incident occurring and will require “just-in-time” training among the first responder community and other support staff to implement appropriate procedures.

Morrow County Health Department is responsible for providing guidance to County personnel, in accordance with department plans and procedures, regarding protective actions during a biological incident and/or contagious outbreak. When the County EOC is activated, the Safety Officer, in coordination with Morrow County Health Department, will be responsible for disseminating this guidance to the County EMO. 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 may provide assistance and guidance on worker safety and health issues. Information on emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 – Public Health and Medical Services.

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 encouraged to develop family emergency plans to facilitate family safety and self-sufficiency which, in turn, will enable employees to assume their responsibility to the County and its citizens as rapidly as possible.

Processes in support of employees and their families during emergency situations or disasters will be further developed through ongoing continuity planning.

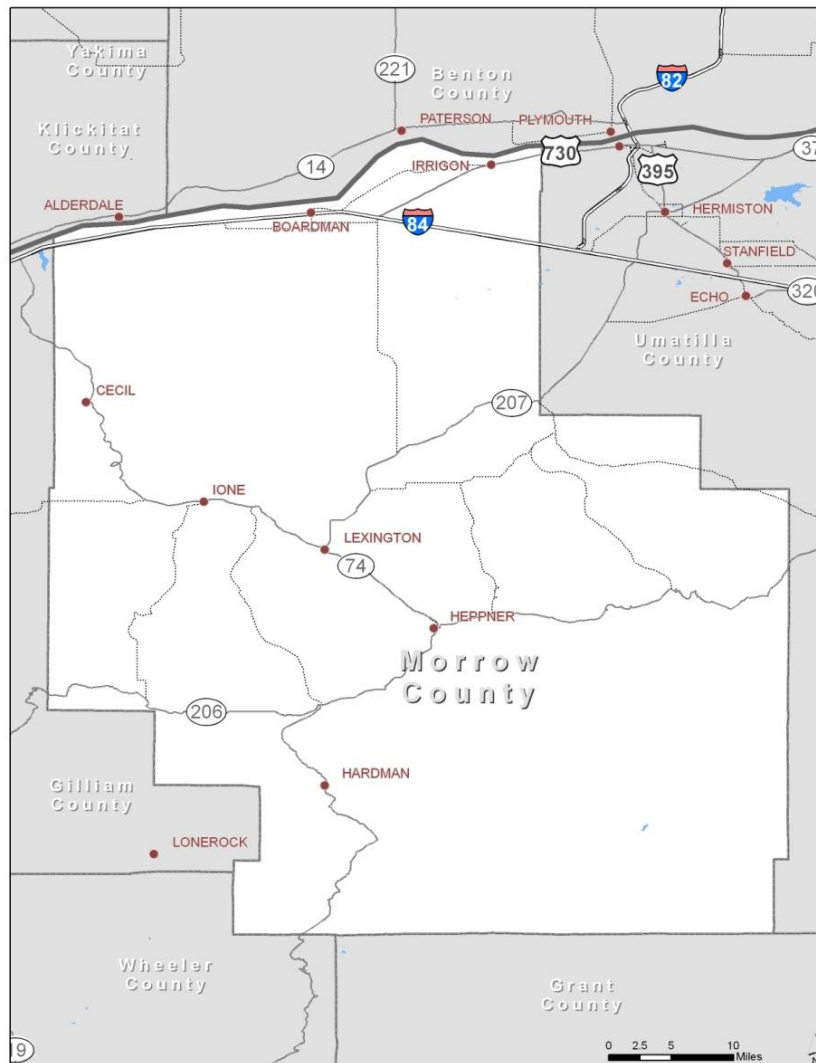
2

Situation and Planning Assumptions

2.1 Situation

Morrow County is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. There is also the threat of a human-caused incident such as a nuclear, biochemical, or conventional attack; hazardous material accident; health-related incidents; conflagrations; major transportation accidents; or act of terrorism.

Figure 2-1 Map of Morrow County, Oregon



2.1.1 Community Profile

Morrow County is located in Oregon, on the south side of the Columbia River which forms the natural and political boundary between Oregon and Washington State. It has a total area of 2,049 square miles with a population of 11,173 persons (2010). The county includes parts of the Umatilla National Forest.

Morrow County is one of the eight counties that make up Eastern Oregon. The county is bordered by Gilliam County to the west, Wheeler County to the southwest, Grant County to the south, Umatilla County to the east, Benton County, Washington to the north, and Klickitat County, Washington to the northwest. Morrow County has Interstate 84 running east and west through the northern section of the county.

The United States Department of the Navy also maintains the Boardman Range in Morrow County.

Figure 2-2 Aerial view of Heppner, Oregon



2.1.1.1 Communities

Incorporated cities in Morrow County are:

- Boardman
- Heppner
- Ione
- Irrigon
- Lexington

Figure 2-3 Aerial view of Boardman, Oregon



Figure 2-4 Aerial view of Irrigon, Oregon



2.1.1.2 Transportation

Major transportation routes through Morrow County are:

- Interstate 84
- Oregon State Route 74
- Oregon State Route 206
- Oregon State Route 207

Morrow County is also home to two airports, the Boardman Airport and the Lexington Airport.

2.1.2 Hazards and Threats

A wide range of natural and human-caused hazards and threats have the potential to disrupt the community, cause casualties and/or damage property and the environment. These are discussed in the following sections.

2.1.2.1 Drought

Droughts are not uncommon in the State of Oregon, nor do they occur only in the eastern portion of the State. All parts of the State are subject to drought at all times of the year. Droughts appear to be cyclic in nature, and they can have a profound effect on the State's economy, particularly the hydro-power and agricultural sectors. The environmental consequences of this hazard also are far-reaching. They include insect infestations in Oregon forests and the lack of water to support endangered fish species. Severe drought conditions preceded the four disastrous Tillamook fires (1933, 1939, 1945, and 1951) and pitted farmers against fish propagation groups during the Klamath Basin drought of 2001. The minimum drought loss included about 1200 jobs and \$150 million dollars in goods and services. Local farmers maintain that the cost was considerably more. Water allocation in the region continues to be controversial. In recent years, the State has addressed drought emergencies through the Oregon Drought Council. This interagency (State/Federal) council meets to discuss forecasts and advise the Governor as the need arises.

2.1.2.2 Earthquake

The geographical position of Morrow County makes it susceptible to earthquakes from four sources: (1) the off-shore Cascadia Fault Zone, (2) deep intra-plate events within the subducting Juan de Fuca plate, (3) shallow crustal events within the North America Plate, and (4) renewed volcanic activity. All of these sources have some connection to the subducting or diving of the dense, oceanic Juan de Fuca Plate under the lighter, continental North America Plate. Geological stresses occur because of this movement, and there appears to be a link between the subducting plate and the formation of volcanoes some distance inland from the off-shore fault zone.

2.1.2.3 Flood

Morrow County is subject to a variety of flood conditions. The most common type of flooding is associated with unseasonably warm weather during the winter months, which quickly melts high-elevation snow. This condition has produced devastating floods throughout the region. The warm weather events usually occur in December through February and can affect the entire State. Flash floods are almost always a summer phenomenon and are associated with intense local thunderstorms. The flash flood of June 1903 in the city of Heppner is a benchmark event. With 247 fatalities, no flood in Oregon has been more lethal. Heppner's vulnerability to flash flood hazards has since been reduced through the construction of the Willow Creek Dam. The region's other flood events are linked to normal seasonal snowmelt and run-off from agricultural fields.

Several rivers in the region, such as the Umatilla, the Walla Walla, and their tributaries can produce extreme flood conditions. This hazard is less likely with the Columbia, lower Deschutes, and the John Day Rivers. The Columbia is so regulated by up- stream dams that it does not present much of a problem. This is partly reflected in the Federal flood insurance rate maps for the various communities along the river. However, a swollen Columbia can back up tributary streams to the point where they constitute a significant hazard, as has occurred on a number of occasions. The lower Deschutes and John Day (Columbia River tributaries) are confined to fairly deep canyons with small floodplains. Consequently, they do not present the flood problems associated with the area's smaller rivers.

2.1.2.4 Landslide

The Columbia River Gorge is known for its landslide topography, and many of the landslides in this area are very ancient. Landslide/debris flow conditions are worsened by the same rain-on-snow weather conditions that produce severe flooding throughout Oregon. It is not uncommon in the Pacific Northwest for mild rainy conditions to follow an abundant snowfall. Such was the case in February 1996, when such weather conditions produced over 700 landslides/ debris flows throughout the State. During that period, three landslides closed Interstate Highway 84 along the Columbia River for a period of time. The weather pattern appears to be cyclic.

2.1.2.5 Volcano

Morrow County is at risk from airborne tephra from several Cascade Range volcanoes. The geologic record of the Cascade Range documents the history of volcanic activity in this area, and the age of the volcanoes vary considerably. Some lava flows on Washington's Mount Rainier are thought to be older than 840,000 years, while Mount Saint Helens erupted in May 1980, and continues to be active today. All of the Cascade volcanoes are characterized by long periods of quiescence and intermittent activity. These characteristics make it very difficult to determine recurrence intervals or probability of future eruptions.

Mount Saint Helens remains a probable source of airborne tephra. This volcano has repeatedly produced voluminous amounts of such material and has erupted much more frequently in recent geologic time than any other Cascade volcano. It blanketed Yakima and Spokane, Washington, during the 1980 eruption, and it continues to be a concern. The location, size, and shape of the area affected by tephra fall are determined by the vigor and duration of the eruption and the wind direction. Because wind direction and velocity vary with both time and altitude, it is impossible to predict the direction and speed of tephra transport more than a few hours in advance.

2.1.2.6 Wildland Fire

Oregon has a very lengthy history of fire in the undeveloped wildland and in the developing urban/wildland interface. In recent years, the cost of fire suppression has risen dramatically; a large number of homes have been threatened or burned,

more firefighters have been placed at risk, and fire protection in wildland areas has been reduced.

This document defines wildfire as an uncontrolled burning of forest, brush, or grassland. Wildfire always has been a part of these ecosystems, sometimes with devastating effects. Wildfire can result from natural causes (such as lightning strikes), mechanical failure (as with the Oxbow Fire), or human activity (such as unattended campfire, debris burning, or arson). The severe fire season of 1987 resulted in a record-setting mobilization of firefighting resources. Most wildfires can be linked to human carelessness.

Morrow County contains large tracts of Blue Mountain forests and has extensive grasslands. The unique nature of each ecosystem renders the probability and management of wildfire different from place to place. The build-up of fuel (i.e., brush and dead or dying trees) that leads to devastating wildfires is a very important factor in wildfire occurrence and is the current focus of mitigation strategies.

2.1.2.7 Windstorms

Extreme winds are experienced in all of Oregon's eight regions. The most persistent high winds occur along the Oregon Coast and the Columbia River Gorge, so much so that these areas have special building code standards. All manufactured homes in Morrow County that are within 30 miles of the Columbia River must meet special anchoring (i.e., tie-down) standards (Section 307: Wind Resistance). High winds in this area of Oregon are legendary. The Columbia River Gorge is the most significant east-west gap in the mountains between California and Canada. It serves as a funnel for east and west winds, where direction depends solely on the pressure gradient. Once set in motion, the winds can attain speeds of 80 miles per hour, halt traffic, and damage a variety of structures and facilities.

2.1.2.8 Winter Storms (other Severe Weather)

Cold winter conditions occur regularly throughout Morrow County. As a result, residents of the region are generally prepared for winter storm events, and those visiting the region during the winter usually come prepared. However, there are occasions when preparation cannot meet the challenge.

Drifting, blowing snow has brought highway traffic to a standstill on more than one occasion, and windy and icy conditions have closed Oregon's principal east-west transportation route, Interstate Highway 84, for hours at a time. In these situations, travelers must seek accommodations, sometimes in communities where lodging is very limited. Local residents also experience problems. During the winter, heat, food, and the care of livestock are everyday concerns for many in the area. Access to farms and ranches can be extremely difficult and presents a serious challenge to local emergency managers.

2.1.2.9 Hazardous Materials Transportation

On a daily basis, the shipment of hazardous materials poses a threat to persons and property along the County's transportation corridors (road, rail, and river).

Storage

Farms, food processing plants, energy generation plants, and industrial facilities in Morrow County utilize and store hazardous chemicals that pose a threat to surrounding persons and properties.

2.1.2.10 Public Health Incidents

Three influenza pandemics occurred in the last century, a mild influenza pandemic (i.e., H1N1 Flu) occurred in 2009, along with the current coronavirus pandemic (i.e., COVID-19). These public health hazards also include contagious diseases and other health related epidemics and pandemics that will trigger public health incidents at the local, state, or national level.

2.1.2.11 Transportation Accident

Transportation hazards may include major incidents involving motor vehicles or aircraft. Primary risk from this hazard would be posed if such incidents included a release of HAZMAT, a fire or explosion, or a mass casualty incident.

2.1.2.12 Utility Failure

Utility failure hazards include the shortage or loss of power for periods in excess of 24 hours, and shortages of fuels such as oil, gasoline, and diesel.

Power failure is most often caused by severe weather that downs trees or their limbs onto power lines and poles. Traffic accidents involving utility poles are another common cause. In the past few years, wildland fires have threatened transmission lines.

2.1.2.13 Terrorism Terrorism

Morrow County houses several energy generation, distribution, and transmission facilities of sufficient regional and national magnitude to be categorized as potential foreign and domestic terrorist targets. The County's transportation infrastructure provides a potential target as well. The County's food production and processing facilities are also vulnerable to foreign and domestic terrorists. Poplar plantations, similar to the one located within the County, have previously been targeted by the Earth Liberation Front. When complete, the 145–165,000-seat motor sports facility currently being constructed near Boardman will have sufficient numbers of people and the media focus to make it a potential terrorist target as well.

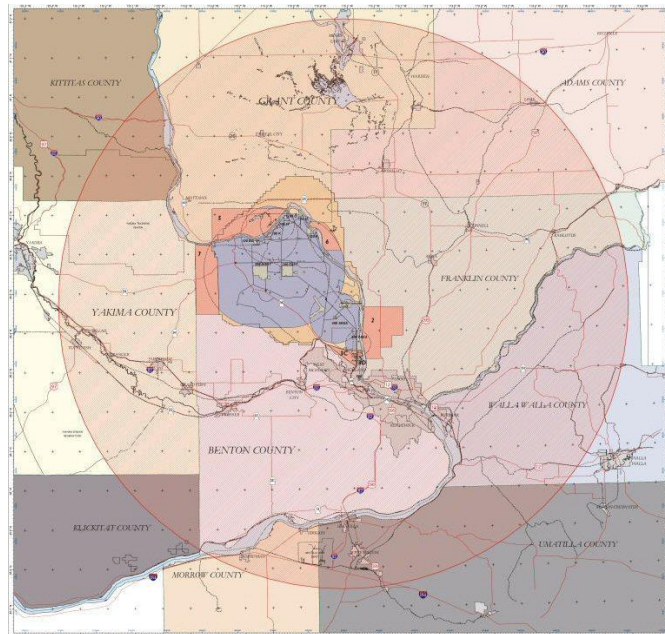
Bioterrorism

In light of the terrorist threat posed against the United States, Morrow County is vulnerable to attacks of communicable diseases, including smallpox, anthrax, plague, and hoof and mouth disease. Due to the presence of large ranching and dairy operations, cross-species contamination is of particular concern to the County.

2.1.2.14 Radiological Hazards

A radiological hazard is an uncontrolled release of radioactive material that can harm people or damage the environment. In Morrow County, one facility capable of large-scale radiological release is Energy Northwest's Columbia Generating Station (CGS) nuclear power plant, a 1,150-megawatt boiling water reactor located 14 miles north-northwest of Richland, Washington.

Figure 2-5 Columbia Generating Station 50-mile Ingestion Emergency Planning Zone



The CGS is a commercial nuclear power plant within the boundaries of the Hanford Site. It is the only commercially operated nuclear power plant in the Northwest. Uranium, a naturally occurring element, is its primary fuel source. Energy Northwest built the CGS on land leased from the U.S. Department of Energy (USDOE). Unlike USDOE facilities at Hanford, the CGS must meet strict safety requirements of the U.S. Nuclear Regulatory Commission. USDOE-Richland is responsible for onsite response to an emergency at its facilities on the Hanford Site.

Effects of an emergency at the CGS could range from no radioactive release to a radioactive release that would initiate the evacuation of the general population within an approximate radius of 10 miles of the facility. Sirens, tone alert radios, and local media stations would alert the community in such a case. Radioactive materials from a release may enter the human food chain via crops or dairy products

out to an approximate radius of 50 miles from the facility. This area is called the Ingestion Zone. Meteorological conditions can influence the size of the contaminated area.

To minimize the likelihood of a radioactive release, the CGS has established emergency plans and conducts annual safety exercises. Safety inspections are also conducted at the plant to ensure proper operation and safety procedures are performed.

2.1.3 Hazard Analysis

In the Hazard Analysis, each of the hazards and threats described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, 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 discrete event.

Table 2-1 Morrow County Hazard Analysis Matrix (2016)

RANK/HAZARD	HISTORY WF = 2	VULNERABILITY WF = 5	MAX THREAT WF = 10	PROBABILITY WF = 7	RISK SCORE
1 - Drought	2 x 10 = 20	5 x 8 = 40	10 x 7 = 70	7 x 10 = 70	200
2 - Winter Storm	2 x 3 = 6	5 x 8 = 40	10 x 9 = 90	7 x 8 = 56	192
3 - Windstorm	2 x 8 = 16	5 x 7 = 35	10 x 8 = 80	7 x 8 = 56	187
4 - Flood	2 x 10 = 20	5 x 4 = 20	10 x 6 = 60	7 x 10 = 70	170
5 - Wildfire	2 x 10 = 20	5 x 4 = 20	10 x 5 = 50	7 x 10 = 70	160
6 - Earthquake	2 x 4 = 8	5 x 5 = 25	10 x 9 = 90	7 x 3 = 21	140
7 - Volcano	2 x 4 = 8	5 x 3 = 15	10 x 10 = 100	7 x 3 = 21	140
8 - Landslide	2 x 4 = 8	5 x 3 = 15	10 x 3 = 30	7 x 8 = 56	105

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 defined its core capabilities in accordance with the National Preparedness Goal. A community capability assessment is a low impact, systematic approach to evaluate the County’s emergency plan and capability to respond to hazards.

Table 2-2 Core Capabilities List

Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Intelligence and Information Sharing		Community Resilience Long-term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazards Identification	Infrastructure Systems	
Interdiction and Disruption			Critical Transportation Environmental Response/Health and Safety Fatality Management Services Fire Management and Suppression Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-scene Security, Protection, and Law Enforcement Operational Communications Public Health, Healthcare, and Emergency Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Natural and Cultural Resources
Screening, Search, and Detection				
Forensics and Attribution	Access Control and Identity Verification Cybersecurity Physical Protective Measures Risk Management for Protection Programs and Activities Supply Chain Integrity and Security			

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.

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.

- Law enforcement 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 and Limitations

- The County EOP is predicated 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.
- 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.

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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 Manager 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; 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.

The County has implemented NIMS and assists 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 are responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies.

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. 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 the 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.

3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body but, in fact, may have several components with representation from each local political jurisdiction within the emergency management program. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Executive Group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for those 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 participation in local mitigation efforts within the jurisdiction and, as appropriate, with the private sector.
- 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
 - Individuals with functional needs, including 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 County Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the County 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 County Board of Commissioners will provide elected liaison with the community and other jurisdictions. In the event that a declaration of emergency is needed, the County Board of Commissioners will initiate and terminate the State of Emergency through a declaration.

The County Board of Commissioners is primarily responsible for:

- Directing the overall preparedness program for the County.
- Establishing emergency management authority by County resolution.
- Making emergency policy decisions.
- Declaring a State of Emergency when necessary.
- Implementing emergency powers of local government.
- Keeping the public and OEM informed of the situation, through the assistance of the Public Information Officer (PIO).
- Requesting outside assistance when necessary (either in accordance with existing mutual aid agreements and/or through OEM).

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.
- Overseeing the activities of the Emergency Manager.

3.2.1.3 Emergency Manager

The County Emergency Manager has the day-to-day 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 coordinates all components of the local emergency management program; this includes 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:

- Serving as staff advisor to the County Board of Commissioners on emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this EOP.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the County EOC.
- Activating the County EOC.
- Keeping the governing body apprised of the County preparedness status and anticipated needs.
- Serving as day-to-day liaison between County Emergency Management and OEM.
- Maintaining liaison with organized emergency volunteer groups and private-sector partners.

3.2.1.4 Eastern Oregon Emergency Management District

All eight Eastern Oregon Counties (Morrow, Umatilla, Union, Wallowa, Grant, Baker, Harney, and Malheur) are within the Eastern Oregon Emergency Management District. During localized or district emergencies or incidents, the counties within the district can assist with personnel or equipment. When an emergency manager within one county is indisposed, another emergency manager from the district can move into that position and takeover as the Emergency Operations Center Manager. Requesting personnel to serve as Emergency Operations Center Manager or Section Chiefs will be done through the District Coordinator.

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 internal policies and procedures to meet response and recovery needs safely. They should also participate in interagency training and exercise to develop and maintain the necessary capabilities. 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 Emergency Manager or the Incident Commander when the EOC is activated.

Directors of Operations

Each Emergency Support Functions (ESF's) will have a Director of Operations during incidents. The primary lead agency/department posted in Table 1-2 in

Chapter One will assign a Director of Operations. This position will assist the Emergency Operations Center with operational control and planning during emergencies or incidents.

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority will focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders. All County departments have the following common responsibilities:

- Supporting EOC operations to ensure the County is providing for the public safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the County Council and Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident related costs incurred by the department.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with existing SOPs.
- Identifying critical functions and develop 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 any NIMS required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Allowing staff time for preparedness training and participation in

exercises.

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. Agencies in this category include fire departments, law enforcement, emergency medical services (EMS), public health, environmental health, and public works. This section is organized by function, with the primary responsibility assigned to the appropriate County agency.

3.2.3.1 Emergency Support Functions

3.2.3.1.1 Transportation

Morrow County Public Works Department

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including access and functional needs populations).
- Coordinating transportation needs for access and functional needs populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.
- Supporting the preparation and maintenance of ESF 1 – Transportation, as well as supporting SOPs and annexes.

See ESF 1 – Transportation for more details.

3.2.3.1.2 Communications

Alert and Warning

Morrow County Emergency Management

Responsibilities related to alert and warning include:

- Disseminating emergency public information as requested.
- Receiving and disseminating warning information to the public and key County (and City) officials.
- Supporting the preparation and maintenance of ESF 2 – Communications, as well as supporting SOPs and annexes.

Communication Systems

Morrow County Sheriff's Office/Morrow County Emergency Management/Umatilla-Morrow County Radio Data District

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication operated within the EOC, once activated.
- Supporting the preparation and maintenance of ESF 2 – Communications, along with supporting SOPs and annexes.

See ESF 2 – Communications for more details.

3.2.3.1.3 Public Works

Morrow County Public Works Department/City Public Works Agencies

Responsibilities related to public works and engineering include:

- Barricading hazardous areas.
- Prioritizing restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste water treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to County-owned facilities.
- Condemning unsafe structures.

- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, as well as supporting SOPs and annexes.

Support related to dam infrastructure is provided by the United States Army Corps of Engineers.

See ESF 3 – Public Works and Engineering for more details.

3.2.3.1.4 Firefighting

Umatilla, Morrow, Gilliam Fire Defense Board/Local Fire Districts and Departments

Fire service–related responsibilities include:

- Providing fire prevention, fire suppression, and emergency medical aid during a fire event in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Containing and coordinating hazardous materials spills, including cleanup and planning.
- Inspecting shelters for fire hazards.
- Supporting the preparation and maintenance of ESF 4 – Firefighting, as well as supporting SOPs and annexes.

Fire districts/departments in Morrow County include:

- Heppner Rural Fire Protection District
- Ione Rural Fire Protection District
- Boardman Rural Fire Protection District
- Irrigon Rural Fire Protection District
- City of Lexington Fire Department
- Pilot Rock Rural Fire District (Umatilla County)
- South Gilliam Rural Fire District (Gilliam County)

See ESF 4 – Firefighting and the Morrow County Community Wildfire Protection Plan for more details.

3.2.3.1.5 Information and Planning

Morrow County Emergency Management

The Emergency Manager 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 the Morrow County Emergency Management Office and to work in the EOC during an emergency. Other departments may be requested to aid 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 the IMT and other 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 ESF 5 – Information and Planning for more details.

3.2.3.1.6 Mass Care

Morrow County Emergency Management/Morrow County Public Health/American Red Cross

Morrow County Emergency Management, American Red Cross, and Morrow County Public Health are responsible for ensuring that the mass care needs of the 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 care and shelter of domestic and livestock animals in an emergency.
- Coordinating support with other County departments, relief agencies, and volunteer groups.
- Designating a 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.
- Identifying sources of clothing for disaster victims.
- Securing sources of emergency food supplies.
- 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 11 – Food and Water for more detail.

3.2.3.1.7 Resource Support

Morrow County Emergency Management/Morrow County Finance Department

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. Provide logistical and resource support for requirements not specifically addressed in other ESFs.

See ESF 7 – Resource Support for more detail.

3.2.3.1.8 Health and Medical

Morrow County Public Health

Morrow County Health Department is responsible for coordinating the public health and welfare services required to cope with the control of communicable and noncommunicable 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. Relevant operations are detailed in ESF 6 – Mass Care and ESF 8 – Health and Medical.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public 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/liason to participate in all phases of the County emergency management program, when necessary or as requested. Monitor need for and coordinate resources to support disaster behavioral health services.

Emergency Medical Services

Morrow County Health District

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 detail.

3.2.3.1.9 Search and Rescue

Morrow County Sheriff's Office

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- 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.

See ESF 9 – Search and Rescue for more detail.

3.2.3.1.10 Hazardous Materials

Hazardous Materials Response

Local Fire Districts and Departments/Office of the State Fire Marshal Regional HazMat Team (Hermiston/LaGrande)

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. Initiating actions to protect responders and the public.
- 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

OHA/PHD Radiation Protection Services (RPS)/Morrow County Emergency Management

- 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 detail.

3.2.3.1.11 Agriculture and Animal Protection

Morrow County Emergency Management/OSU Extension Office

Responsibilities related to agriculture and animal protection include:

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- 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 11 – Agriculture and Animal Protection for more detail.

3.2.3.1.12 Energy

Morrow County Public Works Department/Morrow County Planning Department/Private 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 cyberattack 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 detail.

3.2.3.1.13 Law Enforcement

Morrow County Sheriff's Office

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.

See ESF 13 – Law Enforcement for more detail.

3.2.3.1.14 Business and Industry

Morrow County Board of Commissioners/Morrow County Emergency Management/Morrow County Tax Assessor/Morrow 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.
- Identifying short-term recovery assistance to business and industry partners.
- Facilitating communication between business and industry partners and local, tribal, and state emergency management organizations.
- Providing economic damage assessments for impacted areas. Specify routes of egress

See ESF 14 – Business and Industry for more details.

3.2.3.1.15 Public Information

Morrow County Emergency Management

Responsibilities related to public information include:

- 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.
- 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 15 – Public Information for more detail.

3.2.3.1.16 Volunteer and Donation Management

Morrow County Emergency Management

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 Teams, Red Cross, Medical Reserve Corps, and volunteers associated with the faith-based community in completing their assigned tasks.

See ESF 16 – Volunteer and Donations Management for more details.

3.2.3.1.17 Cyber & Infrastructure Security

Morrow County Information Technology/Morrow County Emergency Management

Responsibilities related to cyber & infrastructure security include:

- Working with appropriate private-sector organizations to maximize use of all available resources.
- Conducting situational and periodic readiness assessments.
- Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats.
- Analyzing cyber vulnerabilities, exploits, and attack methodologies.
- Providing indications and warning of potential threats, incidents, and attacks.

See ESF 17 – Cyber & Infrastructure Security for more information.

3.2.3.1.18 Military Support

Morrow County Sheriff's Office/Morrow County Emergency Management

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 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 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 18 – Military Support for more information.

3.2.3.2 Recovery Support Functions

3.2.3.2.1 Community Planning and Capacity Building

Morrow County Planning Department/Morrow County Emergency Management/Morrow County Board of Commissioners

Community Planning and Capacity Building provides support to augment the capacity-building and community planning resources of county government so that it may effectively plan for, manage, and implement disaster recovery activities.

Objectives are:

- Convene an inclusive planning team (identified pre-disaster) that will oversee disaster recovery planning.
- Complete an initial Community Planning and Capacity Building Recovery Action Plan – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and provide an overall strategy and timeline for community planning.

See RSF 1 – Community Planning and Capacity Building for more details.

3.2.3.2.2 Economic Recovery

Morrow County Board of Commissioners/Morrow County Tax Assessor/Morrow County Chamber of Commerce

Economic Recovery integrates the expertise of the county government to help the private sector to sustain and rebuild businesses and employment, as well as develop economic opportunities that result in sustainable and economically resilient communities after large-scale and catastrophic incidents.

Objectives are:

- Complete an Economic Recovery Action Plan – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and identify potential obstacles to fostering stabilization of impacted communities.
- Ensure that community recovery plans incorporate economic revitalization and remove governmental obstacles to post-disaster economic sustainability.
- Return impacted areas to a sustainable and vibrant economy within the specified timeframe in the County-Wide Recovery Action Plan (C-WRAP).

See RSF 2 – Economic Recovery annex for additional details.

3.2.3.2.3 Health Services

Morrow County Public Health/ Morrow County Health District

Health Services assists locally led recovery efforts in the restoration of the public health and health care networks to promote the resilience, health, and well-being of affected individuals and communities.

Objectives are:

- Restore basic health services functions.
- Identify critical areas of need for health services, including services for populations with access and functional needs.
- Complete a Health Services Recovery Action Plan for impacted communities – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and develop a comprehensive recovery timeline.
- Restore and improve the resilience and sustainability of health services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

See RSF 3 – Health Services annex for additional details.

3.2.3.2.4 Social Services

Morrow County Public Health/Community Counseling Solutions

Social Services assists locally led recovery efforts in restoring social services networks to promote the resilience and well-being of affected individuals and communities.

Objectives are:

- Restore basic social services functions.
- Identify critical areas of need for social services including services for populations with access and functional needs.
- Complete a Social Services Recovery Action Plan for impacted communities – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and develop a comprehensive recovery timeline.
- Restore and improve the resilience and sustainability of social services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

See RSF 4 – Social Services annex for additional details.

3.2.3.2.5 Disaster Housing

Morrow County Board of Commissioners/Morrow County Emergency Management/American Red Cross

Disaster Housing addresses pre- and post-disaster housing issues; coordinates and facilitates the delivery of state resources to assist in the rehabilitation and reconstruction of destroyed and damaged housing, and the development of other new accessible, long-term housing options.

Objectives are:

- Assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for long-term housing; this will become a component of the County-Wide Recovery Action Plan (C-WRAP).
- Ensure the community housing recovery plans continue to address interim housing needs, assess options for long-term housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market.
- Establish a resilient and sustainable housing market that helps local communities meet their needs, including accessible housing, within the specified timeline of the County-Wide Recovery Action Plan (C-WRAP).

See RSF 5 – Disaster Housing annex for additional details.

3.2.3.2.6 Infrastructure Systems

Morrow County Public Works/Morrow County Planning Department/Morrow County Emergency Management

Infrastructure Systems coordinates the capabilities of the local governments and other infrastructure owners and operators in their efforts to achieve recovery goals and restore infrastructure systems.

Objectives are:

- Restore and sustain essential services (public and private) to maintain community functionality.
- Develop an Infrastructure Systems Recovery Action Plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability – this will become a component of the County-Wide Recovery Action Plan (C-WRAP).
- Provide systems that meet community needs while minimizing service disruption during restoration within the specified timeline of the County-Wide Recovery Action Plan (C-WRAP).

See RSF 6 – Infrastructure Systems annex for additional details.

3.2.3.2.7 Natural and Cultural Resources

Morrow County Planning Department/Morrow County Board of Commissioners

Objectives are:

- Implement measures to protect and stabilize records and culturally significant documents, objects, and structures.
- Assess impacts to natural and cultural resources and identify needed protections during stabilization through recovery.
- Complete and assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner.
- Preserve natural and cultural resources as part of an overall community recovery; all of these objectives will become components of the County-Wide Recovery Action Plan (C-WRAP).

RSF 7 integrates resources and capabilities to help communities address long-term environmental and cultural resource recovery needs after large-scale and catastrophic incidents.

See the RSF 7 – Natural and Cultural Resources annex for additional details.

3.2.3.3 Other Support Functions

3.2.3.3.1 Evacuation and Population Protection

Morrow County Sheriff's Office/Morrow County Emergency Management/Morrow County Public Works Department

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
- 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.
- 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).
- Coordinating with local government and non-profit agencies to identify, to the degree possible, the location of vulnerable population groups and individuals throughout the County, and ensure that any special evacuation requirements are understood and can be addressed, or that resources are adequate for these populations to shelter in place.

3.2.3.3.2 Damage Assessment

Morrow County Planning Department/Morrow County Tax Assessor/Morrow County Emergency Management

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 on deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of damaged areas.
- Compiling estimates of damage for use by County officials in requesting disaster assistance.
- Evaluating the effect of damage on the County economic index, tax base, bond ratings, insurance ratings, etc., for use in long-range recovery planning.
- Supporting the preparation and maintenance of Recovery Support Functions, as well as supporting SOPs and annexes.

3.2.3.3.3 Coordination with Special Facilities

Morrow County Emergency Management

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, volunteer 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.

3.2.3.3.4 Legal Services

Morrow County Counsel

Responsibilities related to legal services include:

- Advising County officials on 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 of possible liabilities arising from disaster operations, including exercising any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers are required during an emergency.
- Advising County officials and department heads on record keeping requirements and other documentation necessary for exercising emergency powers.

- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to County government in disaster events.
- Support the preparation and maintenance of the Basic Plan, ESFs, RSFs, SOPs, and annexes.

3.2.3.3.5 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 or Incident Commander when the EOC is activated.

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. A list of supporting local and regional agencies can be found in the individual ESF or RSF Annexes to this EOP.

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, County Emergency Management 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.
- Planning for, responding to, and recovering from incidents that impact their own infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how the private sector 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 Nongovernmental Organizations

Nongovernmental organizations play enormously important roles before, during, and after an incident. In Morrow County, nongovernmental 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 organizations collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental 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 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.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3.4 County Response Partners

The County Emergency Manager has been appointed under the authority of the County Board of Commissioners. The Emergency Manager is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster.

3.5 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 emergency support functions 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 EMO and detailed roles and responsibilities for state departments.

3.6 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 National Response Framework.

See the National Response Framework for details on the federal government's EMO and detailed roles and responsibilities for federal departments.

3.7 Response Matrix

Table 3-1 provides a matrix, by ESF, of the local, State, and Federal primary organizations that the County may rely on in the event of an emergency.

Table 3-1 Response Partners by Emergency Support Function

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<p>ESF 1 Transportation</p>	<ul style="list-style-type: none"> ■ Identify obstructions and damage to transportation infrastructure, as well as general impact assessments ■ Coordinate the repair and restoration of the transportation network. ■ Process and coordinate requests for transportation support. ■ Monitor, control, and coordinate vehicular traffic flow. ■ Coordinate reporting on damage to and status of transportation infrastructure for all modes of transportation. ■ Provide logistical transportation of evacuees, personnel, equipment, and materials and supplies. ■ Provide maps for all modes of transportation. ■ Prioritize and initiate emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the transportation infrastructure. 	<p>Morrow County Public Works Department</p>	<p>Oregon Department of Transportation</p>	<p>Department of Transportation</p>
<p>ESF 2 Communications</p>	<ul style="list-style-type: none"> ■ Establish and maintain an effective communications system for use in a disaster. ■ Maintain a reliable alert and warning system. ■ Coordinate the provision of temporary communications capability. ■ Track the overall status of the county's communications infrastructure during a disaster. ■ Maintain county information technology infrastructure including provision of cybersecurity measures. 	<p>Morrow County Sheriff's Office</p> <p>Morrow County Emergency Management</p> <p>Umatilla-Morrow County Radio Data District</p>	<p>Oregon Department of Administrative Services</p> <p>Public Utility Commission of Oregon</p>	<p>Department of Homeland Security</p>

<p>ESF 3 Public Works</p>	<ul style="list-style-type: none"> ■ Determine the levels of damage to key infrastructure including: roads, dams, levees, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials, and hazardous waste sites. ■ Process and coordinate requests for public works support. ■ Close or repair of damaged segments of transportation infrastructure. ■ Coordinate repair and restoration of damaged public systems (e.g., water, electrical, etc.) ■ 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 clearance of disaster debris from transportation infrastructure, and development and initiation of emergency collection, sorting, and disposal routes and sites for debris storage and reduction. ■ Provide personnel for several Field Operation’s response teams and facilities (e.g., assessment, response, damage assessment, surveys, staging areas, disaster field office, recovery centers, Joint Information Centers). ■ 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. 	<p>Morrow County Public Works Department</p>	<p>Oregon Department of Transportation</p>	<p>Department of Defense Department of Homeland Security</p>
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ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 4 Firefighting	<ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Provision of support to wildland, rural, and urban firefighting operations 	Local Fire Districts and Departments	Oregon Department of Forestry Office of the State Fire Marshal	Department of Agriculture
ESF 5 Information & Planning	<ul style="list-style-type: none"> ■ Serve as a hub for the receipt and dissemination of incident information. ■ Coordinate with county agency/department operations centers and private sector emergency management organizations to facilitate the flow of situational information. ■ Collect, process, analyze, and disseminate information to guide response and recovery activities. ■ Collect and aggregate damage assessment data. ■ Coordinate incident planning in the EOC including development of information products. 	Morrow County Emergency Management	Oregon Department of Emergency Management	Department of Homeland Security

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 6 Mass Care	<ul style="list-style-type: none"> ■ Mass care: <ul style="list-style-type: none"> • Sheltering for the general population and populations with access and functional needs • 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: <ul style="list-style-type: none"> • Family reunification ■ Housing: <ul style="list-style-type: none"> • Providing short-term housing solutions for those affected by the disaster. ■ Human services: <ul style="list-style-type: none"> • Veteran’s support • Other Needs Assistance (ONA) • Services for populations with access and functional needs 	Morrow County Emergency Management Morrow County Public Health American Red Cross	Oregon Department of Human Services	Department of Homeland Security

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 7 Resource Support	<ul style="list-style-type: none"> ■ Coordinate the procurement and provision of state and private sector resources during a disaster. ■ Receive and coordinate response to resource requests. ■ 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 state agency support, purchasing or contracting goods and services, transportation, and above normal staffing. 	<p style="text-align: center;">Morrow County Emergency Management</p> <p style="text-align: center;">Morrow County Accounting Department</p>	<p style="text-align: center;">Oregon Department of Administrative Services</p>	<p style="text-align: center;">General Services Administration</p> <p style="text-align: center;">Department of Homeland Security</p>

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<p>ESF 8 Health & Medical</p>	<ul style="list-style-type: none"> ▪ Support assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs. ▪ Coordinate 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. ▪ 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 and coordinate resources to support fatality management services. ▪ Monitor and coordinate resources to support disaster behavioral health services. ▪ Support responder safety and health needs. 	<p>Morrow County Public Health Department Morrow County Health District</p>	<p>Oregon Health Authority</p>	<p>Department of Health and Human Services</p>

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 9 Search & Rescue	<ul style="list-style-type: none"> ■ Life-saving assistance ■ Search and rescue operations 	Morrow County Sheriff's Office	Oregon Department of Emergency Management Office of the State Fire Marshal	Department of Homeland Security Department of the Interior Department of Defense
ESF 10 Hazardous Materials	<ul style="list-style-type: none"> ■ Coordinate the response to hazardous materials related activities. ■ Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released. 	Local Fire Districts and Departments	Oregon Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
<p>ESF 11 Agriculture & Animal Protection</p>	<ul style="list-style-type: none"> ■ Conduct animal and plant disease response and pest surveillance including: <ul style="list-style-type: none"> • Implement 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: <ul style="list-style-type: none"> • Capture/rescue of animals that have escaped confinement or been displaced from their natural habitat. • Provision of emergency care to injured animals. ■ Protect the county’s natural resources from the impacts of a disaster. 	<p>Morrow County Emergency Management OSU Extension Office</p>	<p>Oregon Department of Agriculture</p>	<p>Department of Agriculture</p>

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 12 Energy	<ul style="list-style-type: none"> ■ Coordinate with utilities operating in the County to ensure that the integrity of the supply systems is 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. 	<p>Morrow County Public Works</p> <p>Private Utilities</p>	<p>Oregon Department of Energy</p> <p>Public Utility Commission</p>	<p>Department of Energy</p>
ESF 13 Law Enforcement	<ul style="list-style-type: none"> ■ 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 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. 	<p>Morrow County Sheriff's Office</p>	<p>Oregon State Police</p>	<p>Department of Justice</p>

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 14 Business & Industry	<ul style="list-style-type: none"> ▪ Fostering solid partnerships amongst private (business and industry) and public (local, regional, state, federal) sector 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. ▪ Conducting initial economic damage assessments for impacted areas. 	Morrow County Board of Commissioners	Oregon Business Development Department	Small Business Administration
ESF 15 Public Information	<ul style="list-style-type: none"> ▪ Timely and accurate dissemination of information to the public, local and state government, the media, and the private sector. ▪ Support development of consistent messaging through a Joint Information Team (JIT). ▪ Facilitate coordination of public messaging and message dissemination through a Joint Information Center (JIC). 	Morrow County Emergency Management	Oregon Department of Emergency Management	Department of Homeland Security

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 16 Volunteers & Donations	<ul style="list-style-type: none"> ■ Coordinate the identification and vetting of volunteer resources. ■ Match volunteer resources and donations with the unmet needs of impacted communities. ■ Maintain a county donations management system to ensure the effective utilization of donated cash, goods, and services. ■ Provide guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers. ■ Coordinate with the ORVOAD (Oregon Voluntary Organizations Active in Disaster) and the supporting disaster relief network. 	<p style="text-align: center;">Morrow County Emergency Management</p>	<p style="text-align: center;">Oregon Department of Emergency Management</p>	<p style="text-align: center;">Department of Homeland Security</p>
ESF 17 Cyber & Infrastructure Security	<ul style="list-style-type: none"> ■ Working with appropriate private-sector organizations to maximize use of all available resources. ■ Conducting situational and periodic readiness assessments. ■ Identifying new equipment or capabilities required to prevent or respond to new or emerging threats and hazards, or to improve the ability to address existing threats. ■ Analyzing cyber vulnerabilities, exploits, and attack methodologies. ■ Providing indications and warning of potential threats, incidents, and attacks. 	<p style="text-align: center;">Morrow County Information Technology</p>	<p style="text-align: center;">Department of Administrative Services (DAS)</p>	<p style="text-align: center;">Department of Homeland Security - Office of Cyber Security and Communications</p>

ESF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 18 Military Support	<ul style="list-style-type: none"> ▪ Coordinate, and control Oregon National Guard (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. ▪ Coordinate with the active federal military to ensure mutual support during federal disaster relief operations. 	<p style="text-align: center;">Morrow County Emergency Management</p> <p style="text-align: center;">Morrow County Sheriff's Office</p>	<p style="text-align: center;">Oregon Military Department</p>	<p style="text-align: center;">Department of Defense</p>

Table 3-2 Response Partners by Recovery Support Function

RSF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
RSF 1 Community Planning and Capacity Building	<ul style="list-style-type: none"> ■ Convene an inclusive planning team (identified pre-disaster) that will oversee disaster recovery planning. ■ Complete an initial Community Planning and Capacity Building Recovery Action Plan – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and provide an overall strategy and timeline for community planning. 	<p>Morrow County Planning Department</p> <p>Morrow County Emergency Management</p> <p>Morrow County Board of Commissioners</p>	<p>Oregon Department of Land Conservation and Development</p>	<p>Federal Emergency Management Agency</p>
RSF 2 Economic Recovery	<ul style="list-style-type: none"> ■ Complete an Economic Recovery Action Plan – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and identify potential obstacles to fostering stabilization of impacted communities. ■ Ensure that community recovery plans incorporate economic revitalization and remove governmental obstacles to post-disaster economic sustainability. ■ Return impacted areas to a sustainable and vibrant economy within the specified timeframe in the County-Wide Recovery Action Plan (C-WRAP). 	<p>Morrow County Board of Commissioners</p> <p>Morrow County Tax Assessor</p> <p>Morrow County Chamber of Commerce</p>	<p>Business Oregon</p>	<p>Department of Commerce</p>

RSF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
RSF 3 Health Services	<ul style="list-style-type: none"> ■ Restore basic health services functions. ■ Identify critical areas of need for health services, including services for populations with access and functional needs. ■ Complete a Health Services Recovery Action Plan for impacted communities – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and develop a comprehensive recovery timeline. ■ Restore and improve the resilience and sustainability of health services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline. 	<p>Morrow County Public Health</p> <p>Morrow County Health District</p>	<p>Oregon Health Authority</p>	<p>Department of Health and Human Services</p>
RSF 4 Social Services	<ul style="list-style-type: none"> ■ Restore basic social services functions. ■ Identify critical areas of need for social services including services for populations with access and functional needs. ■ Complete a Social Services Recovery Action Plan for impacted communities – which will become a component of the County-Wide Recovery Action Plan (C-WRAP) – and develop a comprehensive recovery timeline. ■ Restore and improve the resilience and sustainability of social services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline. 	<p>Morrow County Public Health</p> <p>Community Counseling Services</p>	<p>Oregon Department of Human Services</p>	<p>Department of Health and Human Services</p>

RSF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
RSF 5 Disaster Housing	<ul style="list-style-type: none"> ■ Assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for long-term housing; this will become a component of the County-Wide Recovery Action Plan (C-WRAP). ■ Ensure the community housing recovery plans continue to address interim housing needs, assess options for long-term housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market. ■ Establish a resilient and sustainable housing market that helps local communities meet their needs, including accessible housing, within the specified timeline of the County-Wide Recovery Action Plan (C-WRAP). 	<p>Morrow County Board of Commissioners</p> <p>Morrow County Emergency Management</p> <p>American Red Cross</p>	<p>Oregon Housing and Community Services</p>	<p>Department of Housing and Urban Development</p>
RSF 6 Infrastructure Systems	<ul style="list-style-type: none"> ■ Restore and sustain essential services (public and private) to maintain community functionality. ■ Develop an Infrastructure Systems Recovery Action Plan with a specified timeline for redeveloping community infrastructures to contribute to resiliency, accessibility, and sustainability – this will become a component of the County-Wide Recovery Action Plan (C-WRAP). ■ Provide systems that meet community needs while minimizing service disruption during restoration within the specified timeline of the County-Wide Recovery Action Plan (C-WRAP). 	<p>Morrow County Public Works</p> <p>Morrow County Planning Department</p> <p>Morrow County Emergency Management</p>	<p>Oregon Department of Administrative Services</p> <p>Oregon Department of Energy</p> <p>Oregon Department of Transportation</p> <p>Public Utility Commission of Oregon</p>	<p>US Army Corps of Engineers</p>

RSF	Scope	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
RSF 7 Natural and Cultural Resources	<ul style="list-style-type: none"> ■ Implement measures to protect and stabilize records and culturally significant documents, objects, and structures. ■ Assess impacts to natural and cultural resources and identify needed protections during stabilization through recovery. ■ Complete and assessment of affected natural and cultural resources and develop a timeline for addressing these impacts in a sustainable and resilient manner. ■ Preserve natural and cultural resources as part of an overall community recovery; all of these objectives will become components of the County-Wide Recovery Action Plan (C-WRAP). 	Morrow County Board of Commissioners Morrow County Planning Department	Oregon Department of Environmental Quality	Department of the Interior

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Concept of Operations

4.1 General

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

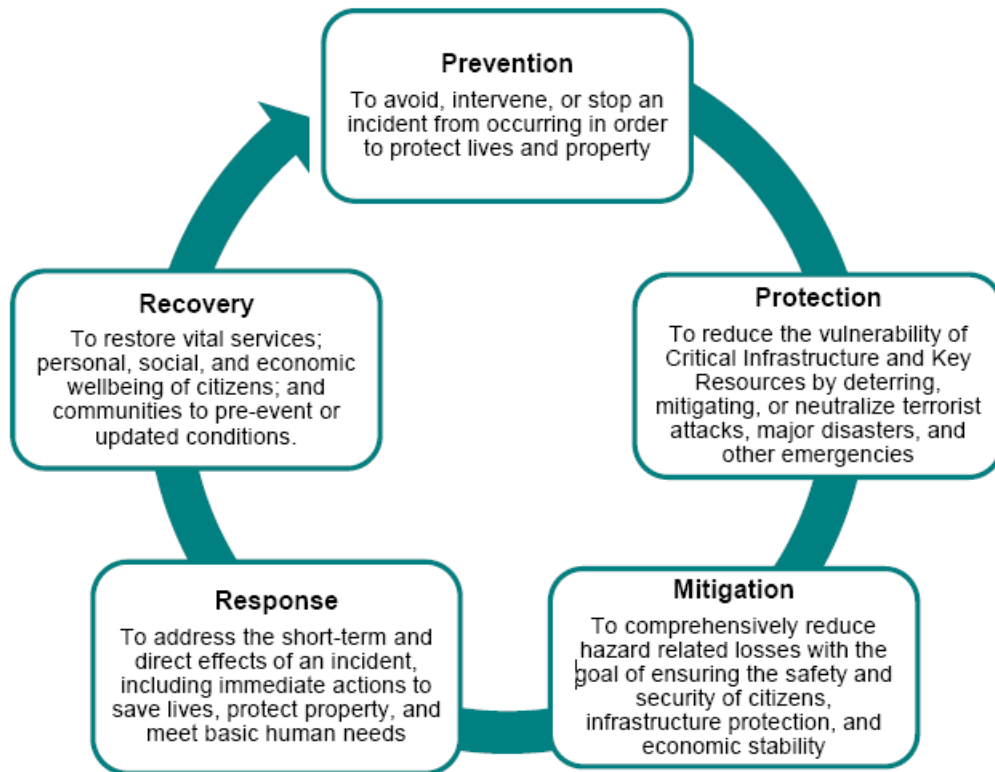
The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when the County or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency incident and not in response to day-to-day operations.

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 nonroutine incidents or pre-planned events where County resources are limited and/or have been expended.

4.2 Emergency Management Mission Areas

This EOP 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 plan 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.

Figure 4-1 Emergency Management Mission Areas



4.3 Response and Recovery

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.

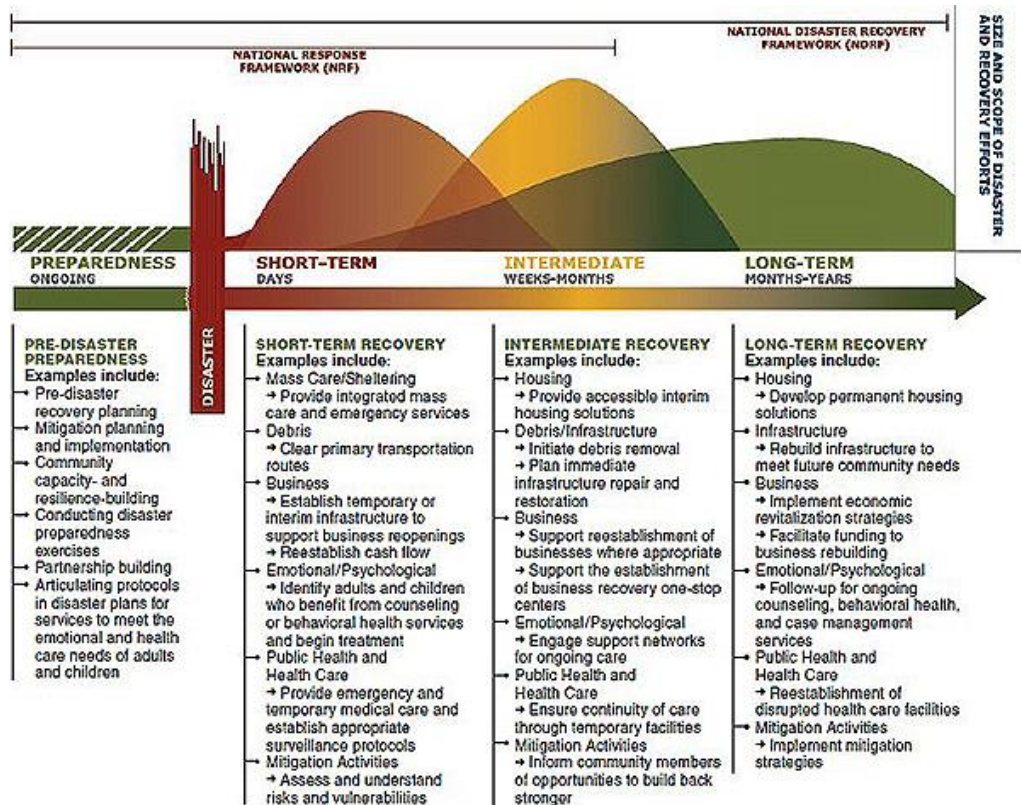
4.3.2 Recovery

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

Recovery operations are 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

Figure 4-2 Size and Scope of Disaster and Recovery Efforts



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. The County utilizes the NIMS Incident Levels, which are based on 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).

Table 4-1 NIMS Incident Levels

Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command Staff and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings, and ensure the complexity analysis and delegation of authority are updated. ■ No written Incident Action Plan (IAP) is required, but a documented operational briefing will be completed for all incoming resources. ■ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team (IMT) 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. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ■ This type of incident extends beyond the capabilities for local control and is expected to go 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. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

Type 1	<ul style="list-style-type: none"> ■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.
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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 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 may partially or fully activate the IMT 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 Manager 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 action’s 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.

4.5.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager and the 9-1-1 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.

4.5.4 Situational Awareness

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: Impacts to life, property, and the economy.

- 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 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 County Board of Commissioners 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
 3. Protection of public facilities
 4. Protection of private property
- Distribute resources so that the most benefit is provided for the number of resources expended.
- Coordinate citizen requests 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 County, state, and federal resources through an emergency declaration.

4.5.5.1 Resource Typing

The County 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

The County has implemented a formalized credentialing program. This program includes identification, background checks, and NIMS training.

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 Manager will coordinate and manage volunteer services and donated goods through the County EOC, with support from the Red Cross, Salvation Army, and other volunteer organizations. 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/mental 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 Manager will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

See Support Annex A – Access and Functional Needs Populations for more information.

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 Manager will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services.

4.5.8 Animals in Disasters

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 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 Incident Commander.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Incident Commander.
- Repair and maintenance of equipment, if necessary.

The County Board of Commissioners, 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 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.

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 County's Emergency Manager is responsible for assuring that coordinated and effective emergency response systems are developed and maintained.

Existing agencies of government will perform emergency activities closely related to those they perform routinely.

Specific positions and agencies are responsible for fulfilling their obligations as presented in this plan. As the EOC controller, the Emergency Manager will provide overall direction of response activities of all County departments.

Department heads will retain control over their employees and equipment unless directed otherwise by the County Board of Commissioners or City Council. Each agency will be responsible for having its own SOPs to be followed during response operations.

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., Sheriff's Office, Fire Department, and/or Road Department), 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.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure supported by full Command and General Staff positions.

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 Emergency Manager may activate the IMT and

EOC. 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 IMT and 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 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 County 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, the IMT 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 IMT.
- 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.
- The EOC may, as appropriate, operate on a 24-hour basis.
- The Emergency Manager may establish an on-scene command post to maintain close contact and coordination with the EOC.
- The Emergency Manager, or designee, will immediately notify the OEM upon activation. Periodic updates will be made as the situation requires.

See Appendix B – 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

Primary and alternate EOC locations are mapped on Figure 5-1 and Figure 5-2.

The primary location for the County EOC is:

Morrow County Bartholomew Building
 110 North Court Street
 Heppner, Oregon 97836

Figure 5-1 Primary EOC Location



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

Morrow County Government Building
215 NE Main Avenue
Irrigon, OR 97844

Figure 5-2 Secondary EOC Location



To avoid jeopardizing operations, care must be taken to locate the EOC away from dangers associated with the event.

5.4.3 Mobile Command Center

The County Emergency Manager has access, through the Morrow County Sheriff's Office, to a mobile command and control truck. This fully self-contained vehicle provides a full range of communications capabilities with limited onboard automation support, work space and essential operational supplies.

5.4.4 Mobile Incident Command Post/Emergency Operations Center

The County Emergency Manager also has access to a vehicle that can be used as a mobile incident command post/emergency operations center. This smaller unit can traverse into areas that the larger command and control truck cannot enter.

5.4.5 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 Incident Commander may change to meet the needs of the incident. In the

event that local staffing resources are not adequate to maintain the County EOC, the County may request support from the state.

IMT members assigned to Command and General Staff 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 IMT members 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.

5.4.6 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.

5.4.7 Incident Management Software

The County utilizes OpsCenter incident management software to help gather, analyze, and disseminate information in the County EOC. The County Emergency Manager is responsible for training the IMT on the use of software, and a User's Manual is maintained in the County EOC.

5.4.8 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 Sheriff.

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 Sheriff and staff to manage recovery operations as part of their daily responsibilities.

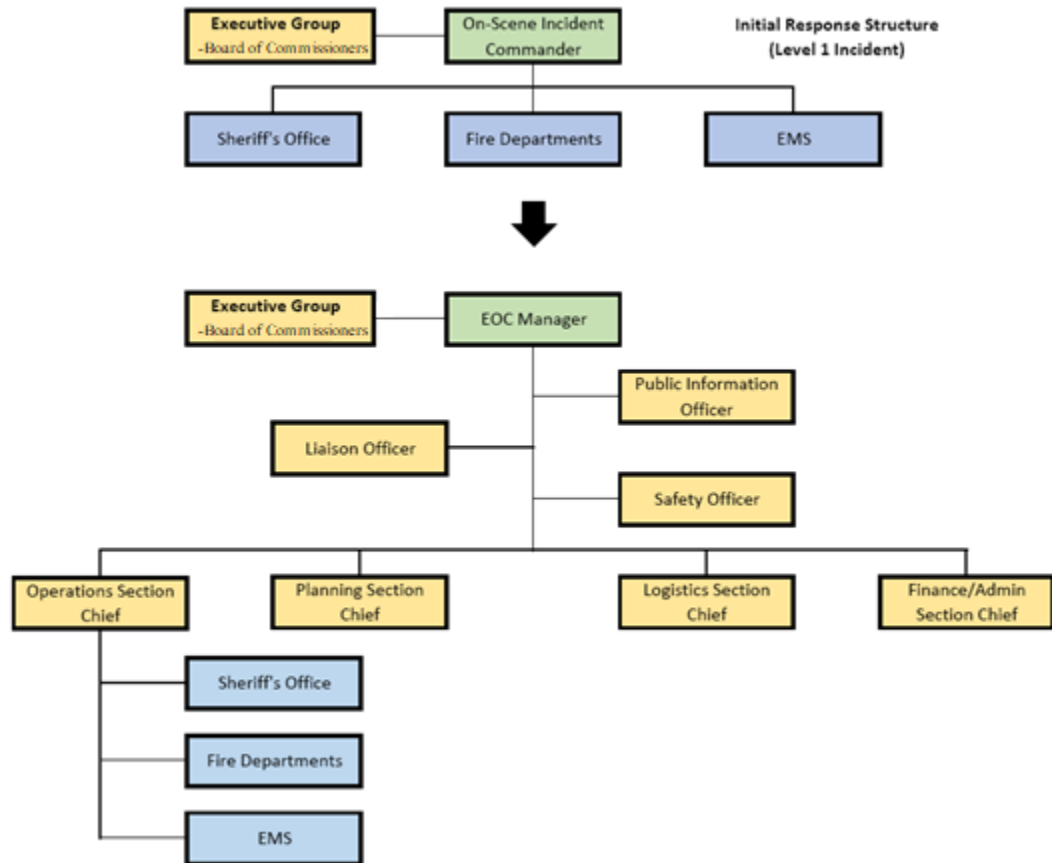
The County Sheriff has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see 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.

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 5-3).

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 IMT, supporting EOC activation and ICS operational procedures, and position checklists.

Figure 5-3 Example of a Scalable Command Structure for the County



See ESF 5 – Information and Planning for more information on the County’s EMO command structure.

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.
- Coordinating activities 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.

The EOC Manager requirements:

- Executive level leadership of a response agency, for a minimum of 3 years.
- Training: ICS 300 and/or 2300, E/L-950 Incident Commander Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.2 Incident Management Team

The EOC will be staffed with members of the IMT. Any County response agency may request the support of the IMT. Requests should be made through the shift supervisor (i.e. Sergeant, Battalion Chief, etc.) to Dispatch. A brief description of the incident in progress will be communicated to the Incident Commanders and Emergency Manager. If appropriate, this group will determine the validity of the request amongst themselves.

The EOC Manager or Emergency Manager will then page out the IMT. As availability responses come in, additional messaging will inform the IMT of what roles have been filled for the first operational period. In this manner, the remainder of the team can then plan to be handed the incident for the second operational

period (if unresolved). Portions of the team may activate without full team activation. This may be helpful for a monitoring event (such as a developing storm system) or an unknown event (such as Y2K). In these circumstances, the EOC Manager may elect to open the EOC with a few key personnel to assist in the event of an actual activation.

5.5.3 Emergency Operations Center Command Staff

5.5.3.1 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.

Safety Officer requirements:

- Training: ICS 300 and/or 2300, E/L-954 Safety Officer Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.3.2 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 releases 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, establishing and staffing a Joint Information Center (JIC).
- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media monitoring activities.

PIO requirements:

- Duty designated by agency as PIO
- Training: ICS 300 and/or 2300, G-290 Basic PIO, O-305 Type-3 All-Hazard IMT Training Course.

5.5.3.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or 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 point of contact 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 IC, government officials, and stakeholders.

Liaison Officer requirements:

- Familiarity with liaison service.
- Training: ICS 300 and/or 2300, E/L-956 Liaison Officer Course, O-305 Type-3 All-Hazard IMT Training Course.

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 neighboring jurisdictions.

5.5.4 Emergency Operations Center General Staff

5.5.4.1 Operations Section Chief

The Operations 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. Agencies typically included in the Operations Section are

- **Fire Services** - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** - incidents 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.
- **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.

Operations Section Chief requirements:

- Operational level leadership of a response agency for a minimum of 3 years.
- Training: ICS 300 and/or 2300, E/L-958 Operations Section Chief Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.4.2 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.

Planning Section Chief requirements:

- Executive level leadership of a response agency for a minimum of 3 years.
- Training: ICS 300 and/or 2300, E/L-962 Planning Section Chief Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.4.3 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:

- 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.

Logistics Section Chief requirements:

- Active member of response agency for a minimum of a minimum of 3 years with leadership responsibilities.
- Training: ICS 300 and/or 2300, E/L-967 Logistics Section Chief Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.4.4 Finance/Administration Section Chief

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.

Finance Section Chief requirements:

- Support Staff manager for a minimum of 2 years.
- Training: ICS 300 and/or 2300, E/L-973 Finance Section Chief Course, O-305 Type-3 All-Hazard IMT Training Course.

5.5.5 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 IAP. Each participating agency maintains its individual authority, responsibility, and accountability.

Table 5-1 Comparison of Single Incident Commander and Unified Commander

Single Incident Commander	Unified Command
<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.

5.5.6 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.

5.5.7 Multi-Agency Coordination

In the event that the County is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/ executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include “multiagency committees” and “emergency management committees.” 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.

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Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated every two years, or 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 Manager 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 this plan.
- Evaluate the procedures outlined in this 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 submitted to:

H Paul Gray, Morrow County Emergency Manager
110 North Court Street
Heppner, Oregon 97836
pgray@co.morrow.or.us

6.2 Training Program

To help train and prepare essential response staff and supporting personnel to incorporate ICS/NIMS concepts into all facets of an emergency, each agency and department will ensure that critical staff are identified and trained at a level that enables them to follow existing response plans, procedures, and policies effectively.

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

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 Manager 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.

Table 6-1 Minimum Training Requirements

Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100.c IS-700.b
First-line supervisors, mid-level management, and Command and General Staff	ICS-100.c, -200.c IS-700.b
Supervisory role in expanding incidents or a management role in an EOC	ICS-100.c, -200.c, -300 and/or -2300 IS-700.b
Management capacity in an Area Command situation or EOC	ICS-100.c, -200.c, -300 and/or -2300, -400 IS-700.b,
Resource Management	IS-703.a
Development of mutual aid agreements and/or mutual aid plans	IS-706
Planning	IS-800.c
<i>Additional information about training requirements can be found on the OEM website at https://www.oregon.gov/OEM/Documents/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslst.asp.</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 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 Manager 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 will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager 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). 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

Educational tools are used to teach 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:

<https://www.co.morrow.or.us/emergency>

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 Court and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.

- Ensure that the County Court 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

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**BEFORE THE BOARD OF COMMISSIONERS
FOR MORROW COUNTY, OREGON**

An Order Declaring a Local State of Emergency)

Order No. OR**-***

WHEREAS, ORS 401.305 provides authority for the Board of County Commissioners for Morrow County (hereinafter, the "Board") to act as an emergency management agency, including authority to establish policies and protocols for defining and directing responsibilities during time of emergency; and

WHEREAS, ORS 401.309 authorizes the Board to declare that a state of emergency exists in Morrow County and to establish procedures to prepare for and carry out any activity to prevent, minimize, respond to or recover from an emergency; and

WHEREAS, the following conditions have resulted in the need for a local state of emergency: _____

_____ ; and

WHEREAS, _____

_____ ; and
(Date/time of occurrence; cause of incident)

WHEREAS, _____

_____ ; and
(Specify location of incident and effects)

WHEREAS, _____

_____ ; and
(Specify location of incident and effects)

WHEREAS, the following conditions, _____

_____ exist in the impact area.

WHEREAS, the Morrow County Command Team agreed that an emergency declaration is necessary based upon the aforementioned disaster/incident details and the need for the County to quickly respond to any issues raised by the disaster/incident in Morrow County; now therefore,

**THE BOARD OF COUNTY COMMISSIONERS OF MORROW COUNTY, OREGON,
hereby ORDERS as follows:**

Section 1. Pursuant to ORS 401.309, the Board of Commissioners for Morrow County formally declares a state of emergency for Morrow County, effective on this ___ day of _____, _____ and continuing for _____ days from the date of this Order, unless extended or terminated earlier by the Board of Commissioners.

Section 2. Upon this declaration of a state of emergency, the Board of Commissioners (and/or designees) shall be authorized to take and/or direct such actions and issue such orders as are determined to be necessary to protect the public and property and to efficiently conduct

activities that minimize or mitigate the effect of the emergency as authorized by ORS.

Section 3. The County Commissioners, County Administrator, and Emergency Manager shall take all necessary steps authorized by law to coordinate response and recovery from this emergency including, but not limited to, coordinating with the State of Oregon and the federal government in order to qualify Morrow County for all available state and federal emergency assistance, not limited to use of shared resources, assistance from state and federal agencies, and financial assistance and reimbursements.

Section 4. Emergency procurements of goods and services or authorized pursuant to ORS 279B.080, ORS 279C.335(6), ORS 279.380(4), and Morrow County contracting rules.

Section 5. _____

Section 6. _____

Section 7. This Order is effective upon signing.

Adopted this ____ day of _____, _____

MORROW COUNTY BOARD OF COMMISSIONERS

(Commissioner Name), Chair

(Commissioner Name), Commissioner

(Commissioner Name), Commissioner

B

Incident Action Planning Cycle

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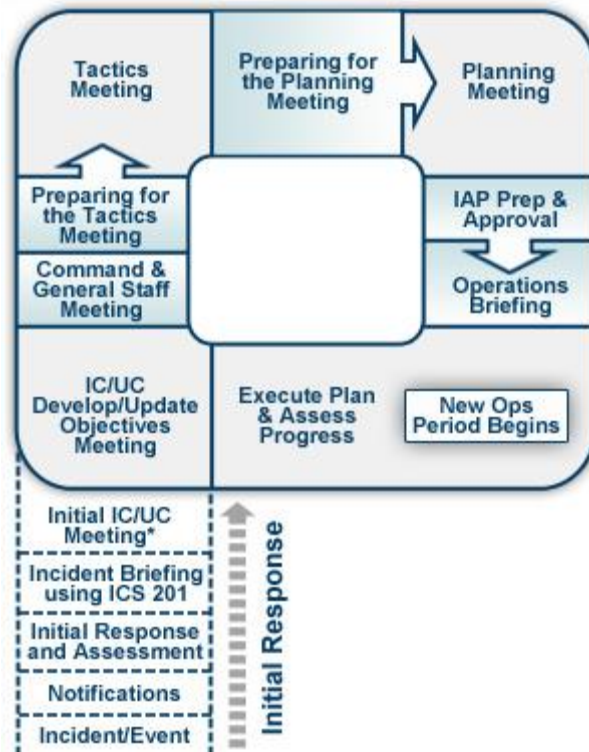
Introduction

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 Cycle, or "Planning 'P'" as it's generally referred to, establishes a continuum for Incident Action Planning (IAP) during both emergency and non-emergency operations. The Planning "P" as defined in the Planning "P" video is an integral tool for the NIMS ICS All-Hazards Position-Specific coursework. The Planning "P" used in that coursework and video is a slight modification of the Planning "P" identified in NIMS, which is used in this course.

The timing of the Command and General Staff meeting, as noted on the Planning "P", accounts for the difference in the planning cycles. NIMS places this meeting between the Incident Command/Unified Command Develop/Update Objectives Meeting and the Preparing for the Tactics Meeting. The Planning "P" used in the previously mentioned coursework and the video recognizes the flexibility of the Command and General Staff meeting, and relies on the needs of the incident to determine the timing for the meeting.

Figure B-1 Initial Response



The Incident Action Plan (IAP):

- Is defined as an oral or written plan containing general objectives reflecting the overall strategy for managing an incident
- May include the identification of operational resources and assignments
- May include attachments that provide direction and important information for management of the incident
- Should be considered a work in progress during the initial stages of incident response

Planning Process Overview

Sound, timely planning provides the foundation for effective incident management. The planning process represents a template for strategic, operational, and tactical planning that includes all steps that an Incident Command/Unified Command (IC/UC) and other members of the Command and General Staff should take to develop and disseminate an IAP.

The planning process may begin with the:

- Scheduling of a planned event
- Identification of a credible threat
- Initial response to an actual or impending incident

The process continues with the implementation of the formalized steps and the staffing required for the development of a written IAP.

Planning Process: Five Primary Phases

The five primary phases should be followed in sequence to ensure a comprehensive IAP. These phases are designed to enable the accomplishment of incident objectives within a specified time.

The primary phases of the planning process are essentially the same for the IC who develops the initial plan, for the IC and Operations Section Chief revising the initial plan for extended operations, and for the Incident Management Team (IMT) developing a formal IAP.

The five primary phases are:

- Analyze the Situation, Including Future Developments
- Establish Incident Objectives and Strategy
- Develop the Plan
- Prepare and Disseminate the Plan
- Execute, Evaluate, and Revise the Plan

1. Analyze the Situation, Including Future Developments

The first phase includes gathering, recording, analyzing, and displaying situation, resource, and incident-potential information in a manner that will facilitate:

- An ICS-201 or other initial incident tracking resource, such as a status board or jurisdiction-specific forms, which are often used to capture initial incident command objectives, resource status, and immediate actions and may be used to provide an initial briefing for additional command personnel
- The ability to determine the resources committed and those that may be required, including Command and General Staff who may be needed to develop and implement an effective IAP
- Increased situational awareness of the magnitude, complexity, and potential impact of the incident

This phase is the vertical leg of the Planning “P”.

Figure B-2 Vertical Leg



2. Establish Incident Objectives and Strategy

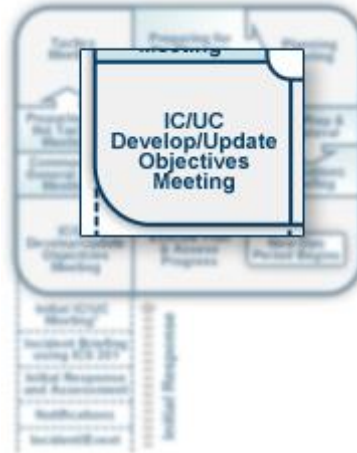
The second phase includes formulating and prioritizing SMART incident objectives and identifying appropriate strategies to meet incident challenges (ICS-215 and ICS-215A).

SMART objectives are:

- Specific—what exactly are we going to do, with whom, and for whom?
- Measurable—is it measurable and how do WE measure it?
- Action-Oriented—what are the performance expectations?
- Realistic—can it be accomplished as proposed?
- Time frame—when will we accomplish this objective?

Within the Planning “P”, this is the phase when the IC/UC develop the initial incident objectives or revise the incident objectives for the next operational period.

Figure B-3 Objectives



3. Develop the Plan

The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategies and tactics for the operational period (ICS-215, ICS-215A, ICS-202, ICS-203, ICS-204, ICS-205, ICS-206).

This phase in the Planning “P” includes a meeting of the Command and General Staff, with each position making a determination as to what they forecast, how they prioritize their resource needs, and how they will achieve specific objectives. This is the preparation for the Planning Meeting to finalize the IAP.

Figure B-4 Meetings



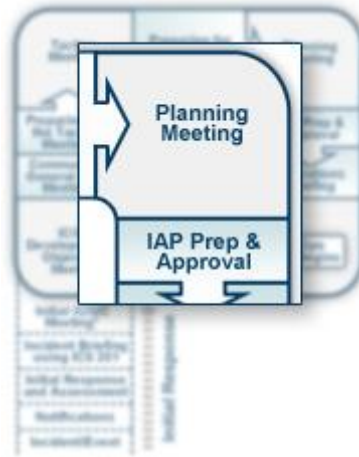
4. Prepare and Disseminate the Plan

The fourth phase involves preparing the plan to include the detail that is appropriate for the level of complexity of the incident.

Within the Planning “P”, this step includes:

- Giving an update on the situation, resource status, and incident potential
- Reviewing and reconfirming objectives
- Identifying geographic operational lines, establishment of Branch and/or Division boundaries, and identifying functional Group assignments
- Assigning specific tactics for each Division and/or Group
- Identifying operational facilities and reporting locations
- Confirming resource orders
- Communications, Medical, and Traffic Plan requirements and considerations
- Finalization, approval, and implementation of the IAP

Figure B-5 Planning Meeting



5. Execute, Evaluate, and Revise the Plan

The planning process includes the expectation to execute and evaluate planned activities and check the accuracy of information to be used in planning for subsequent operational periods. The General Staff should regularly compare planned progress with actual progress during the operational period.

Within the Planning “P”, this phase of the planning process is the lower right corner and bottom half, which now completes the Planning “P” and the operational period in which it was used.

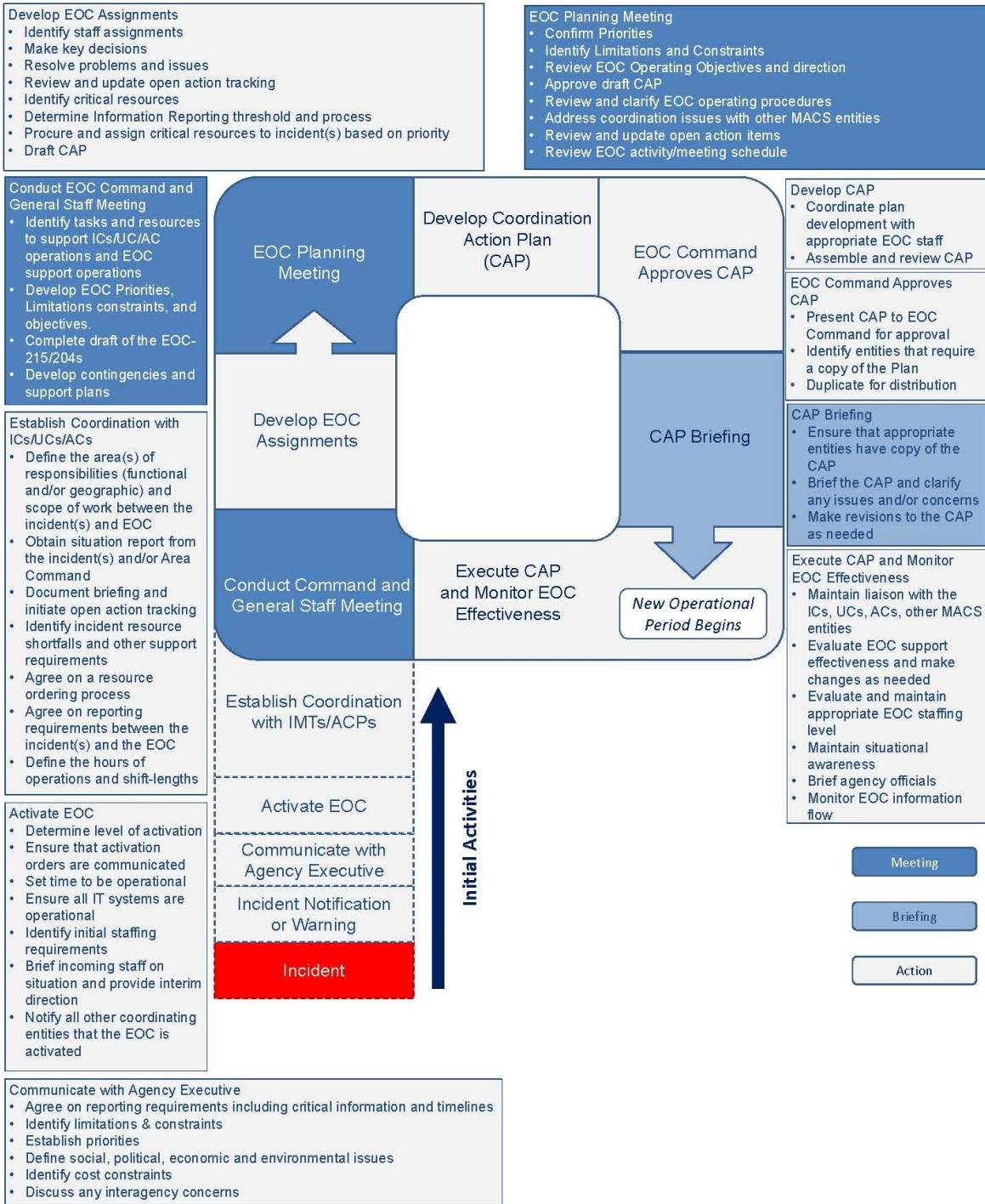
Figure B-6 Execute Plan



Job Specific Planning P's

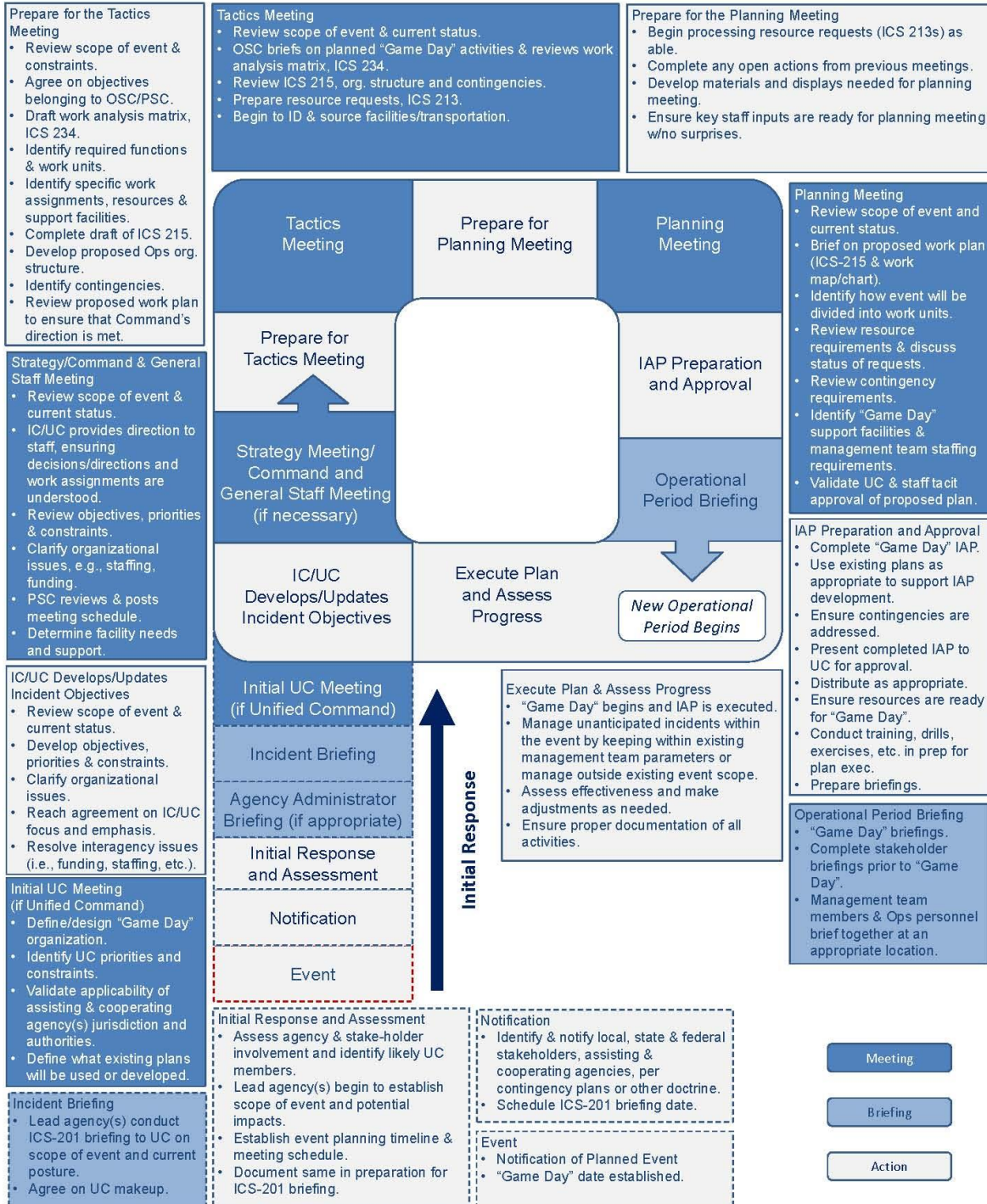
The following pages contain Planning P's for each job within an Emergency Operations Center.

Emergency Operations Center Operating Cycle



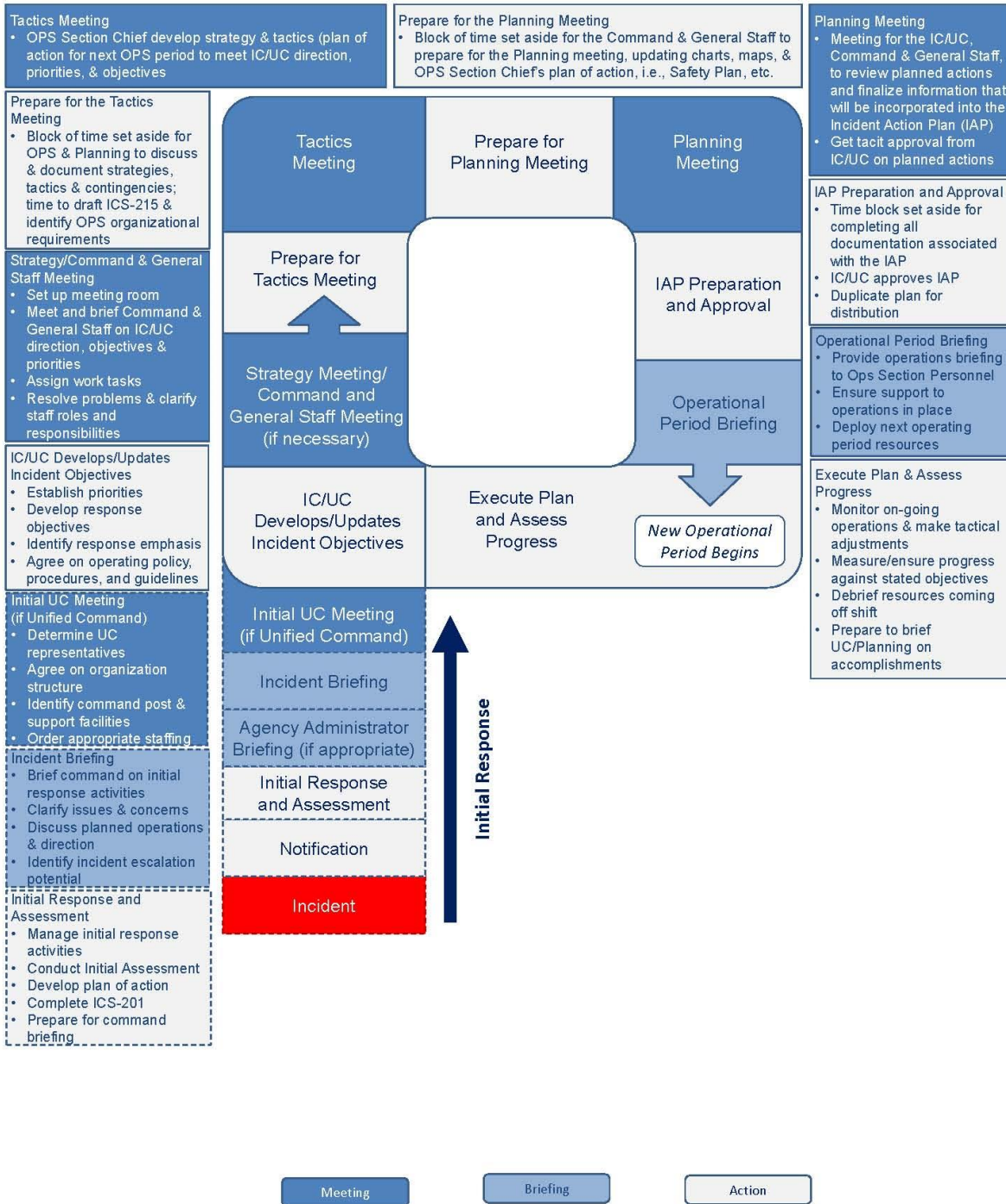
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Event Planning



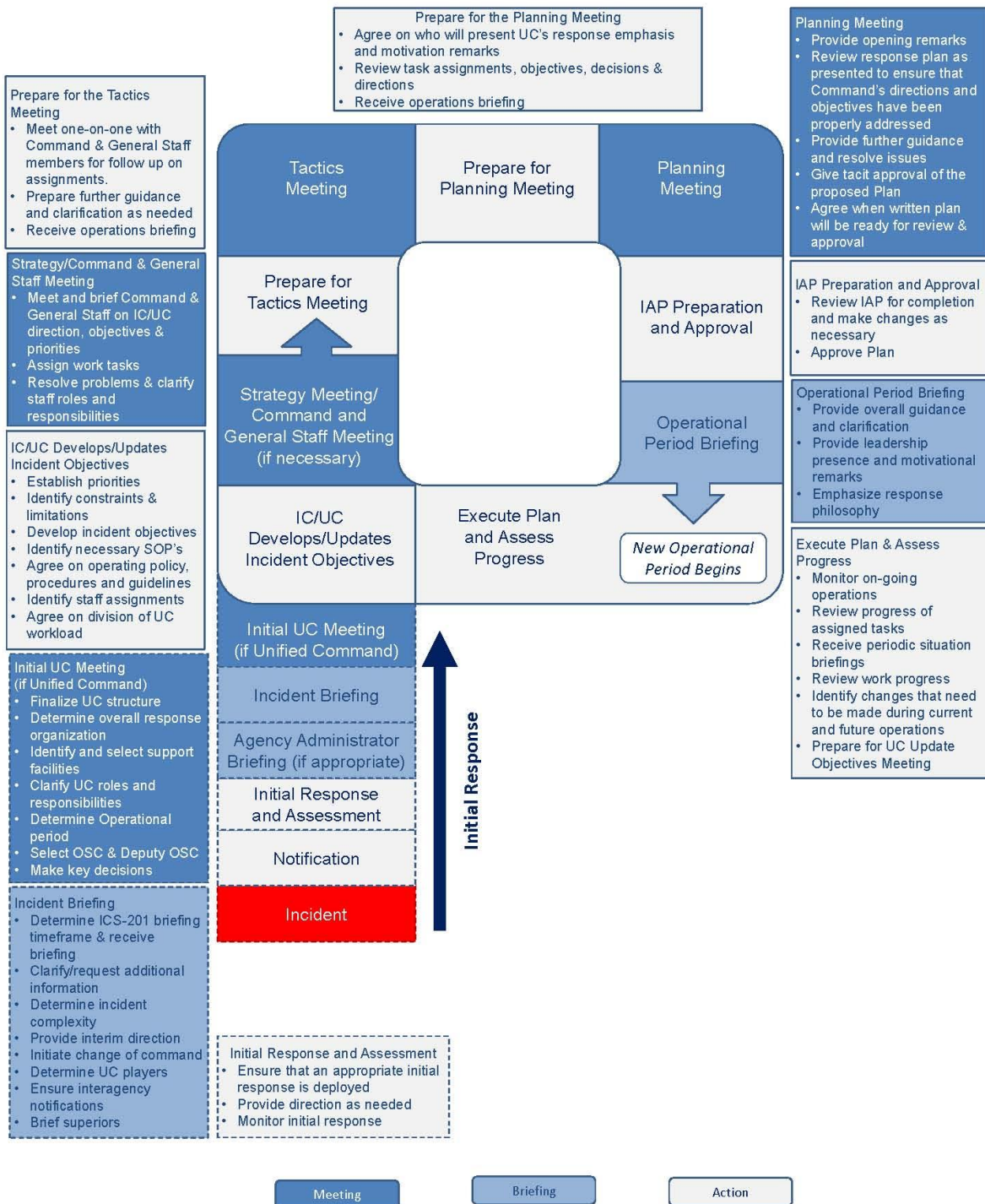
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General Activities



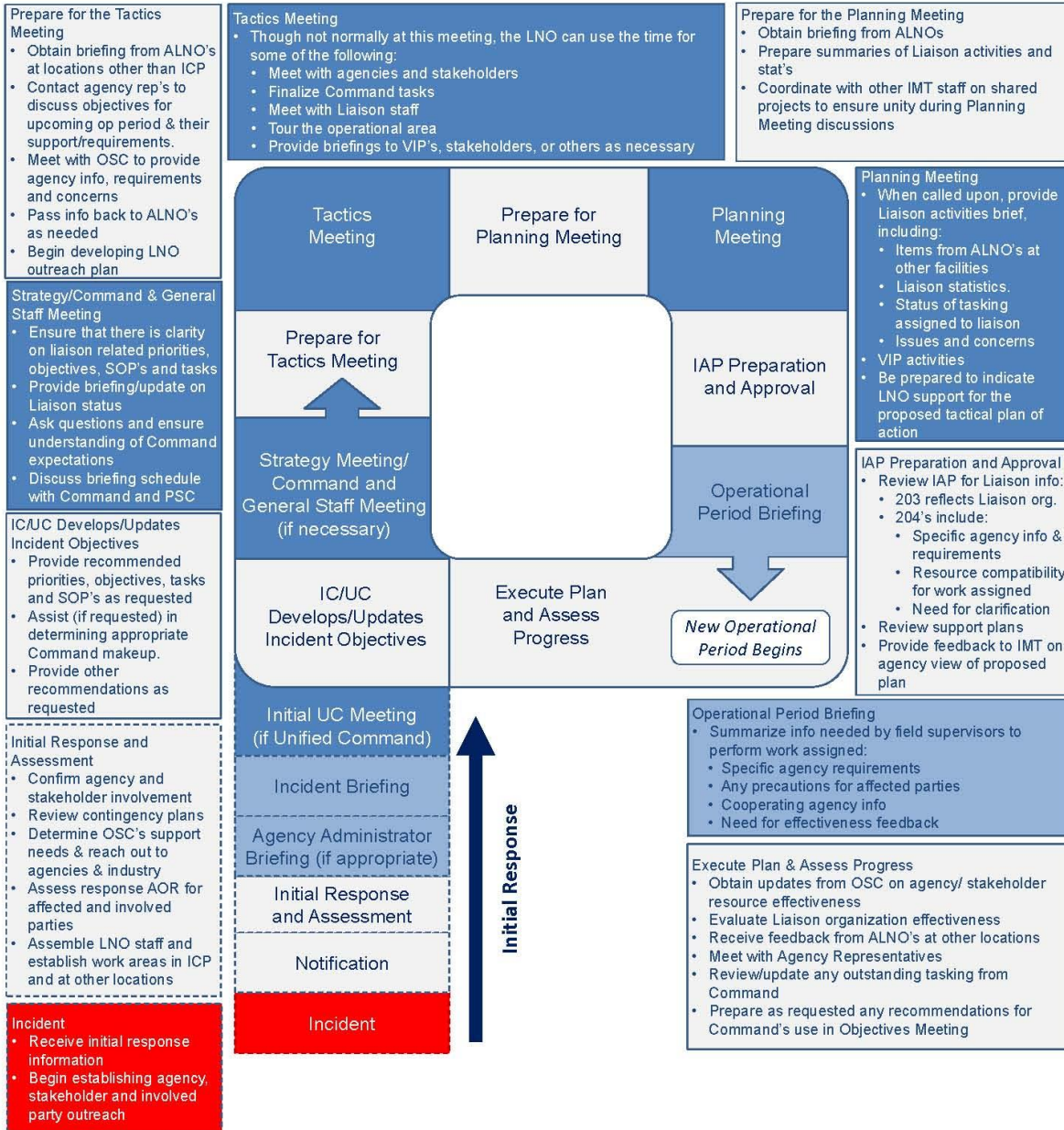
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Incident Commander/Unified Command Activities



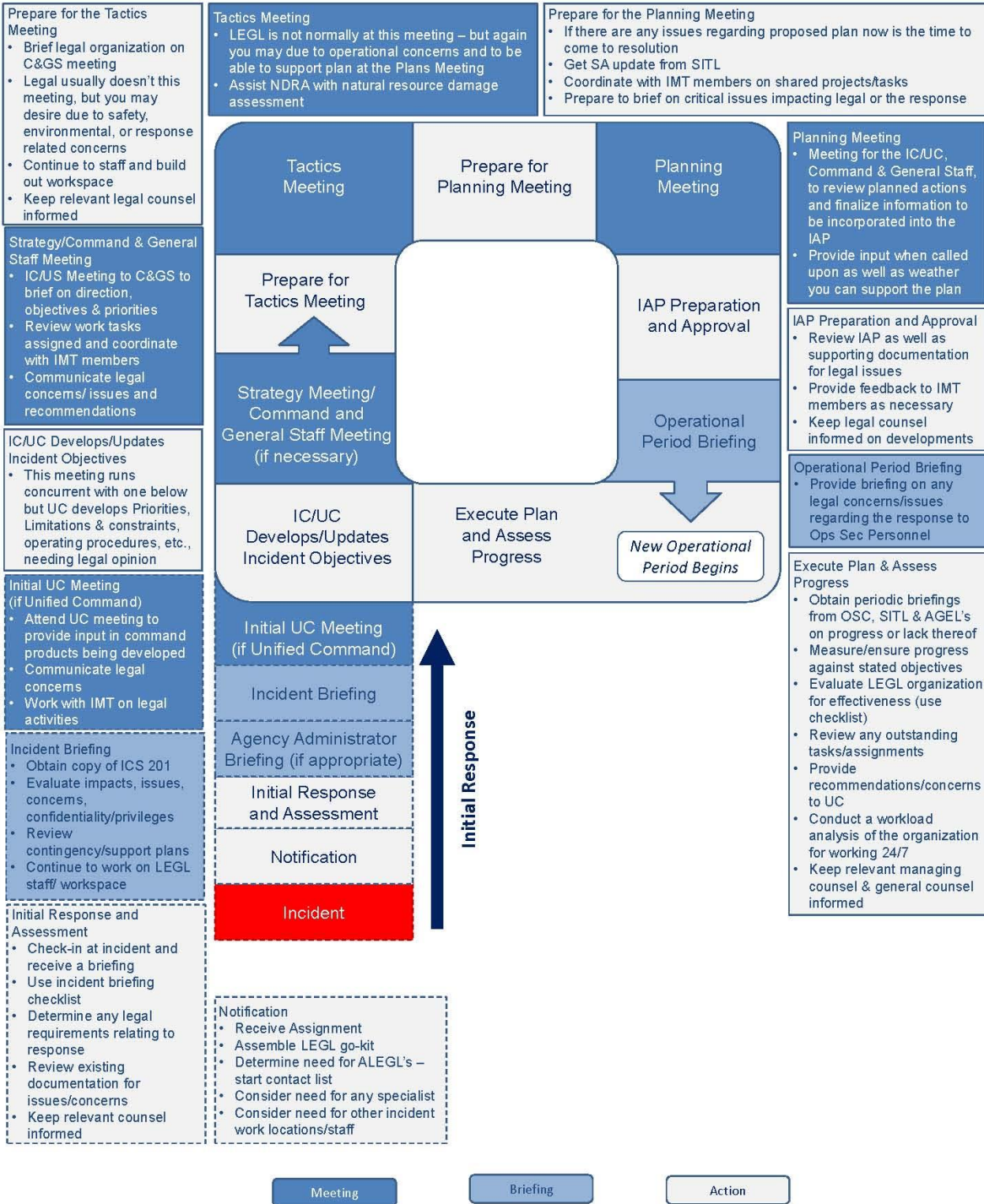
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Liaison Officer Activities



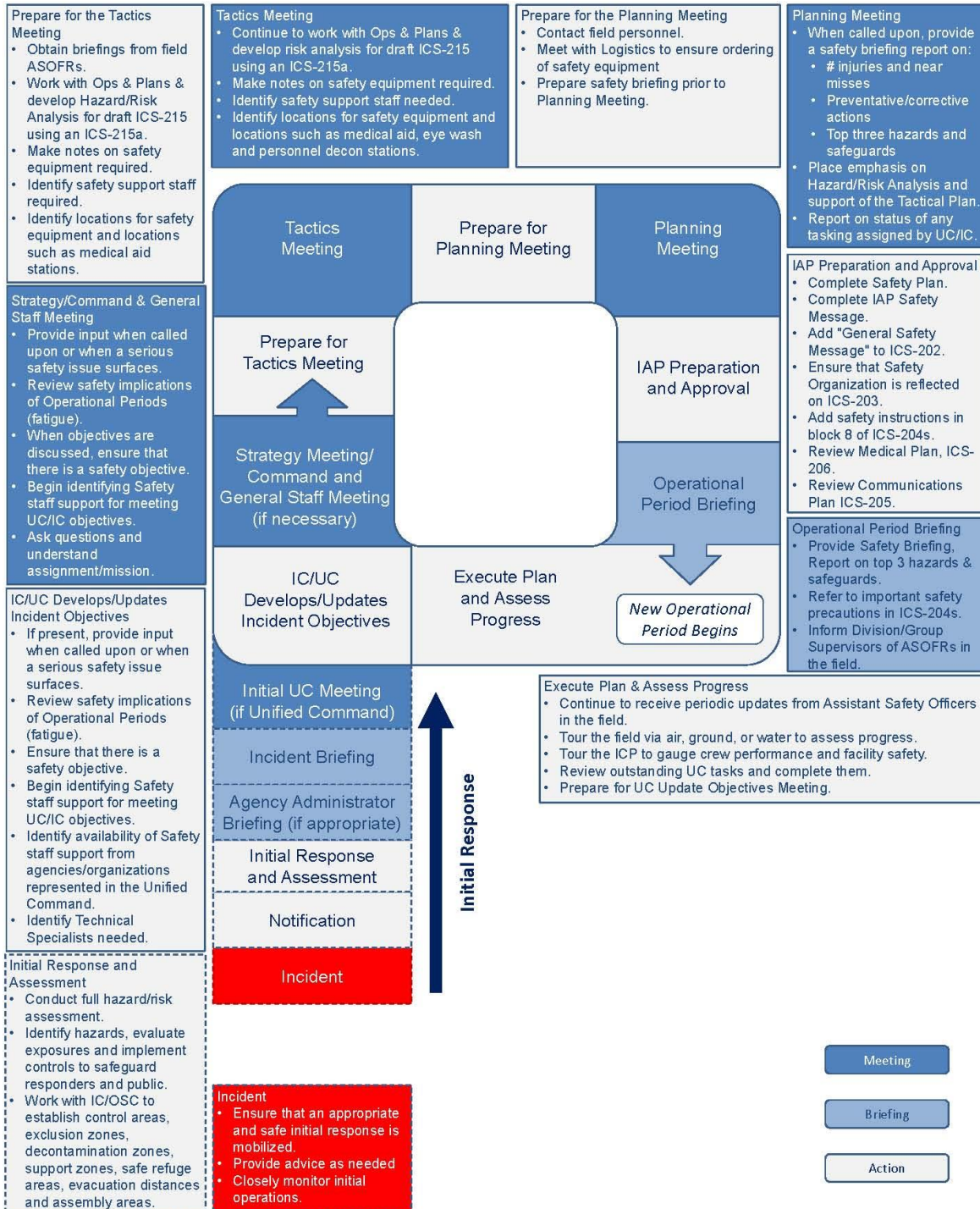
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Legal Officer Activities



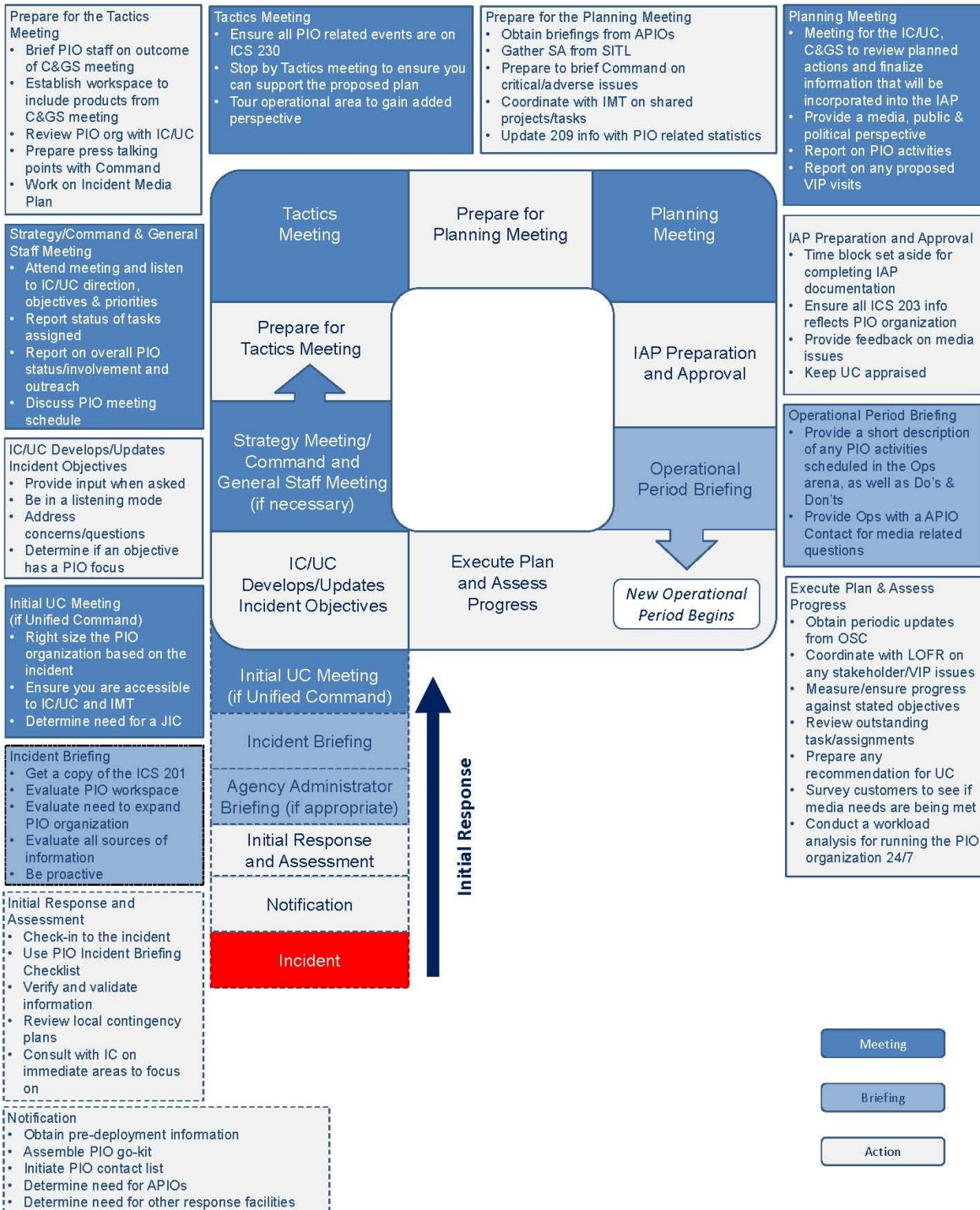
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Safety Officer Activities



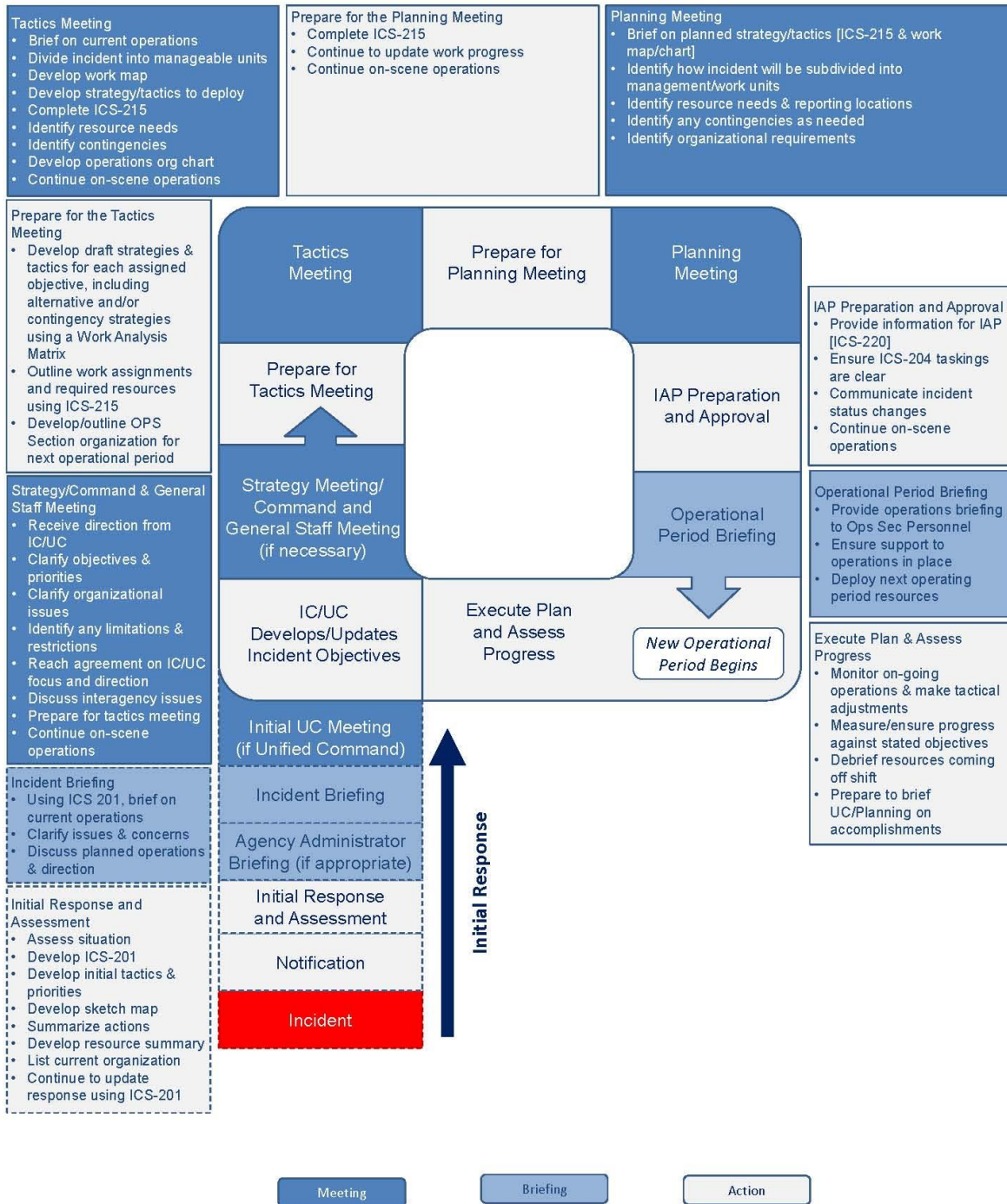
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Public Information Officer Activities



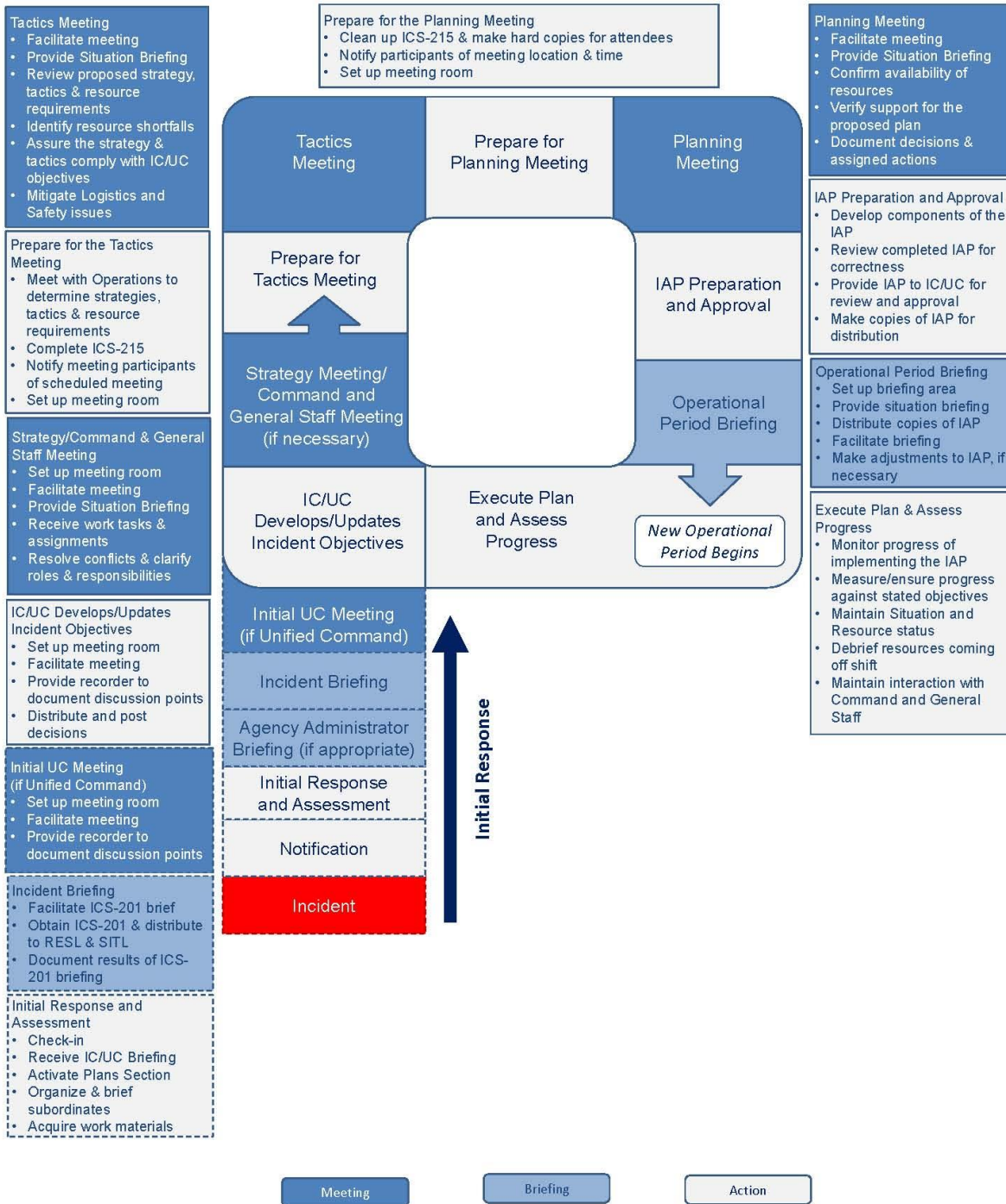
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Operations Section Activities



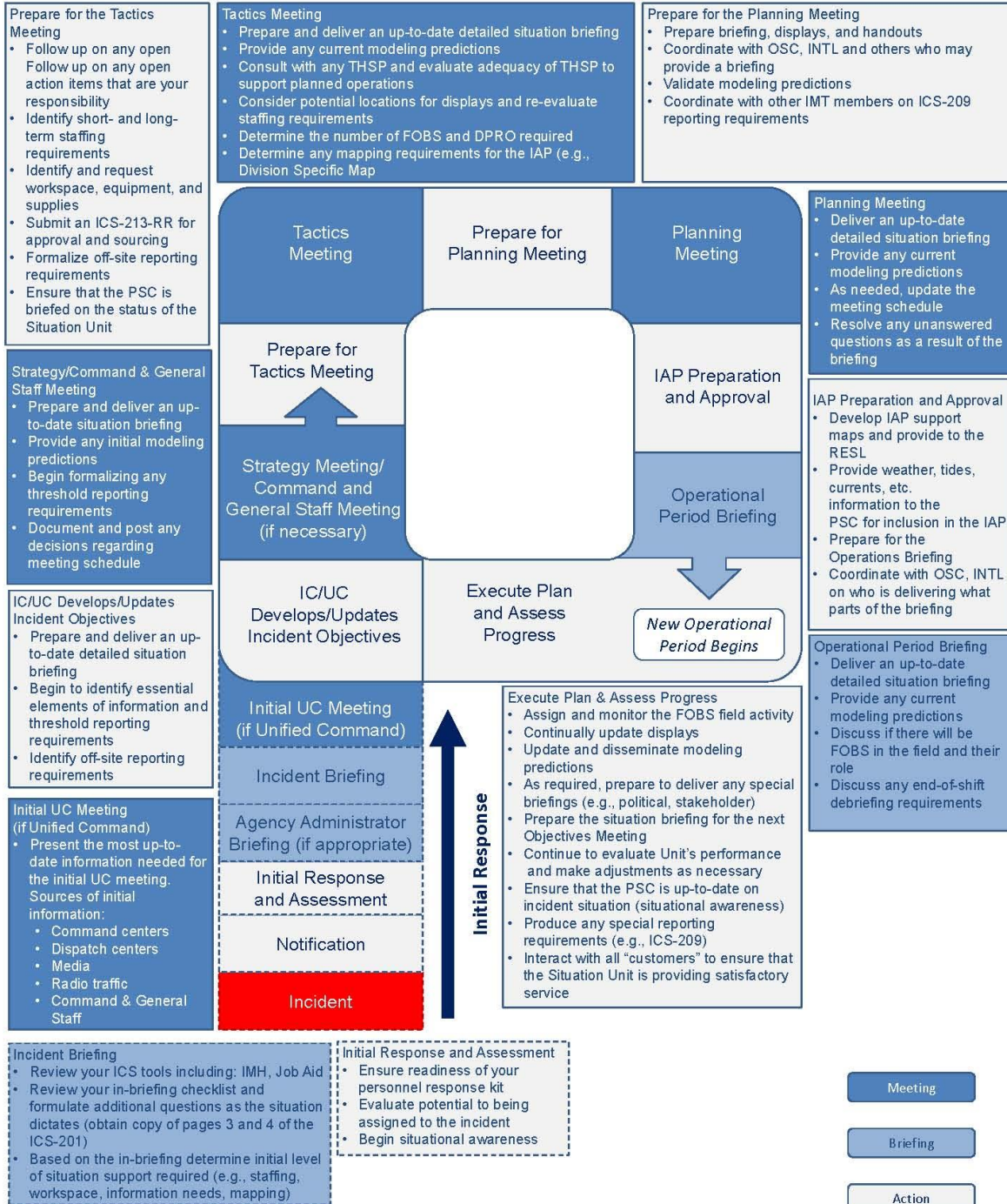
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Planning Section Activities



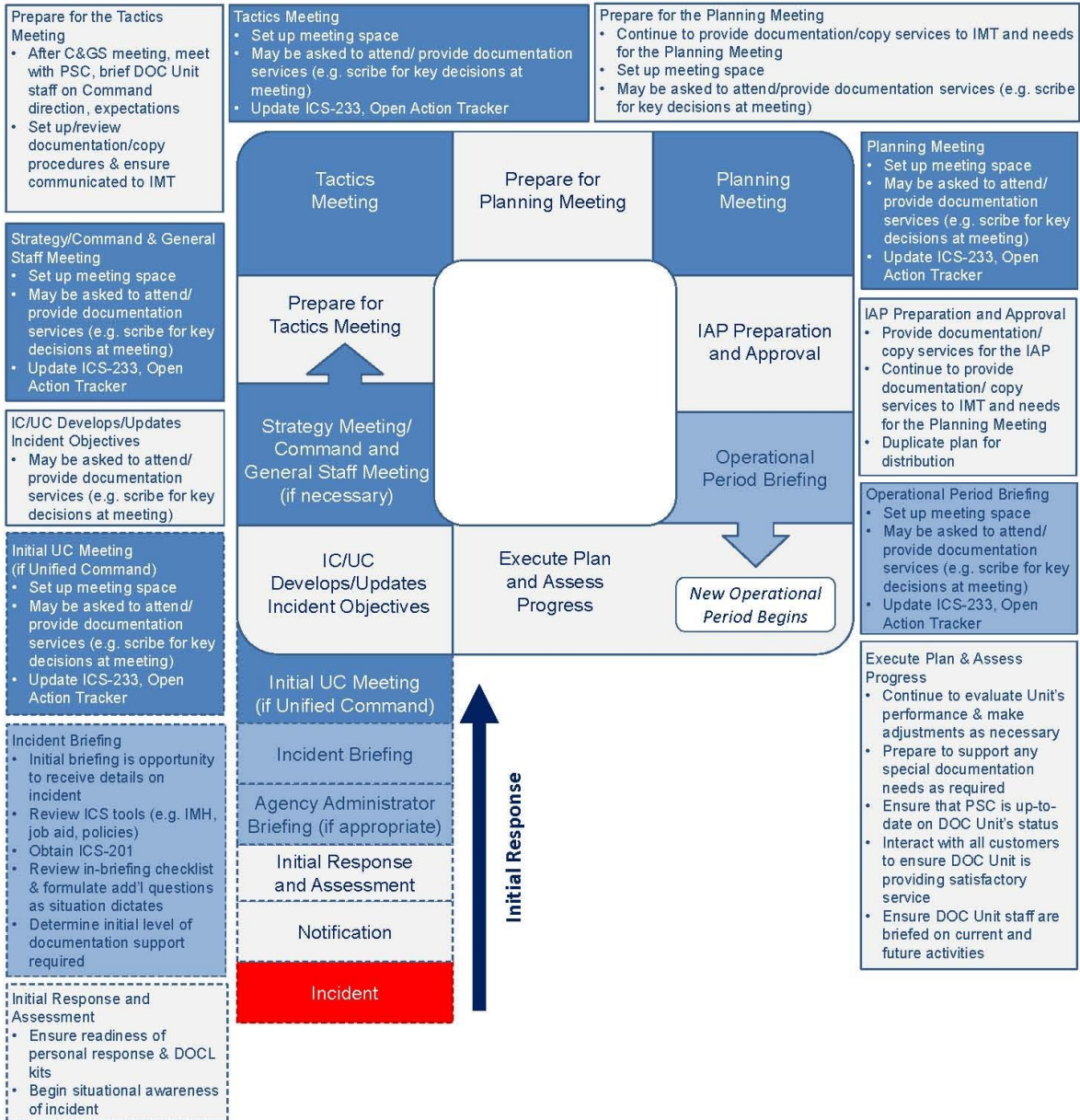
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Situation Unit Activities



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Documentation Unit Leader Activities



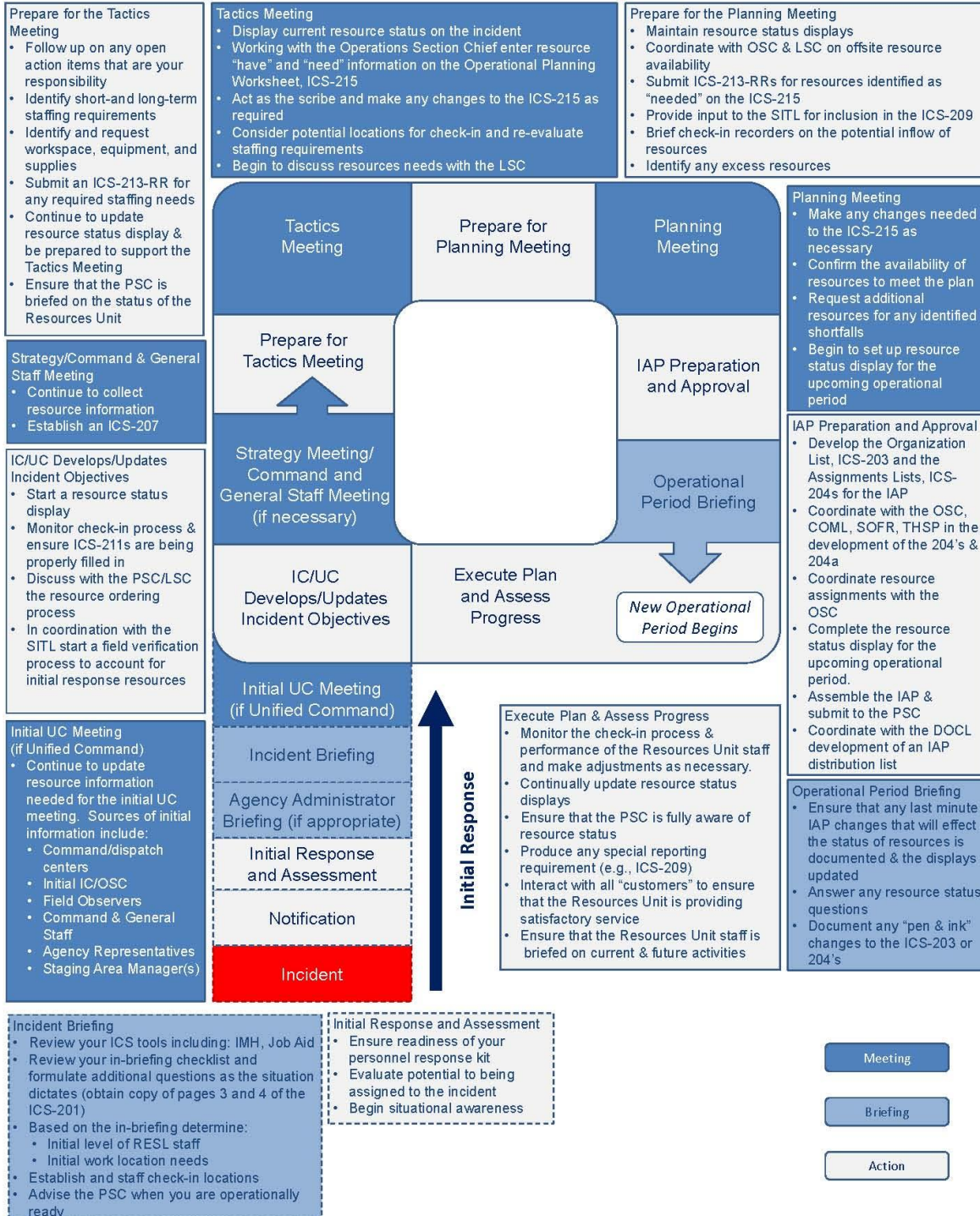
Meeting

Briefing

Action

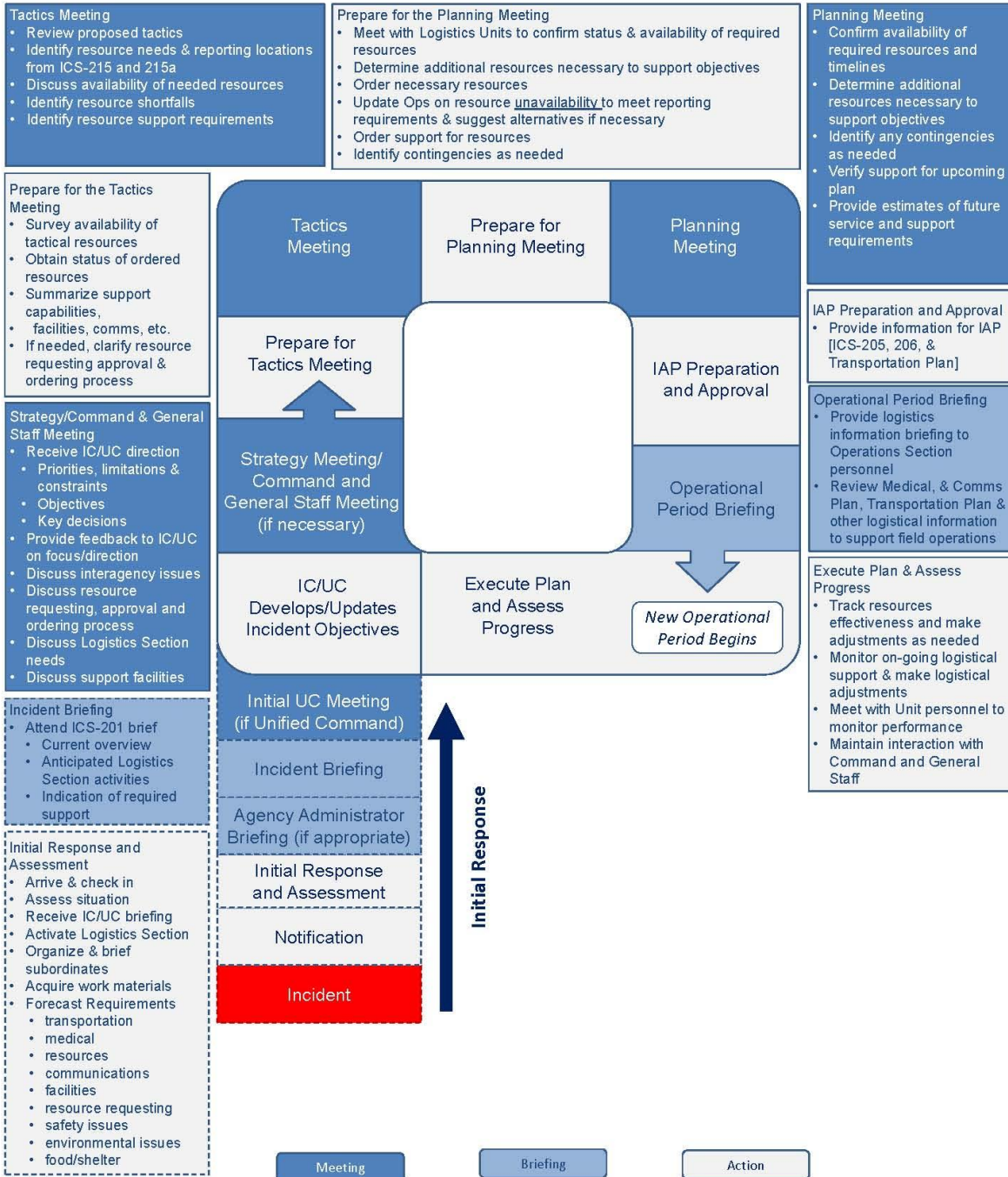
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Resources Unit Activities



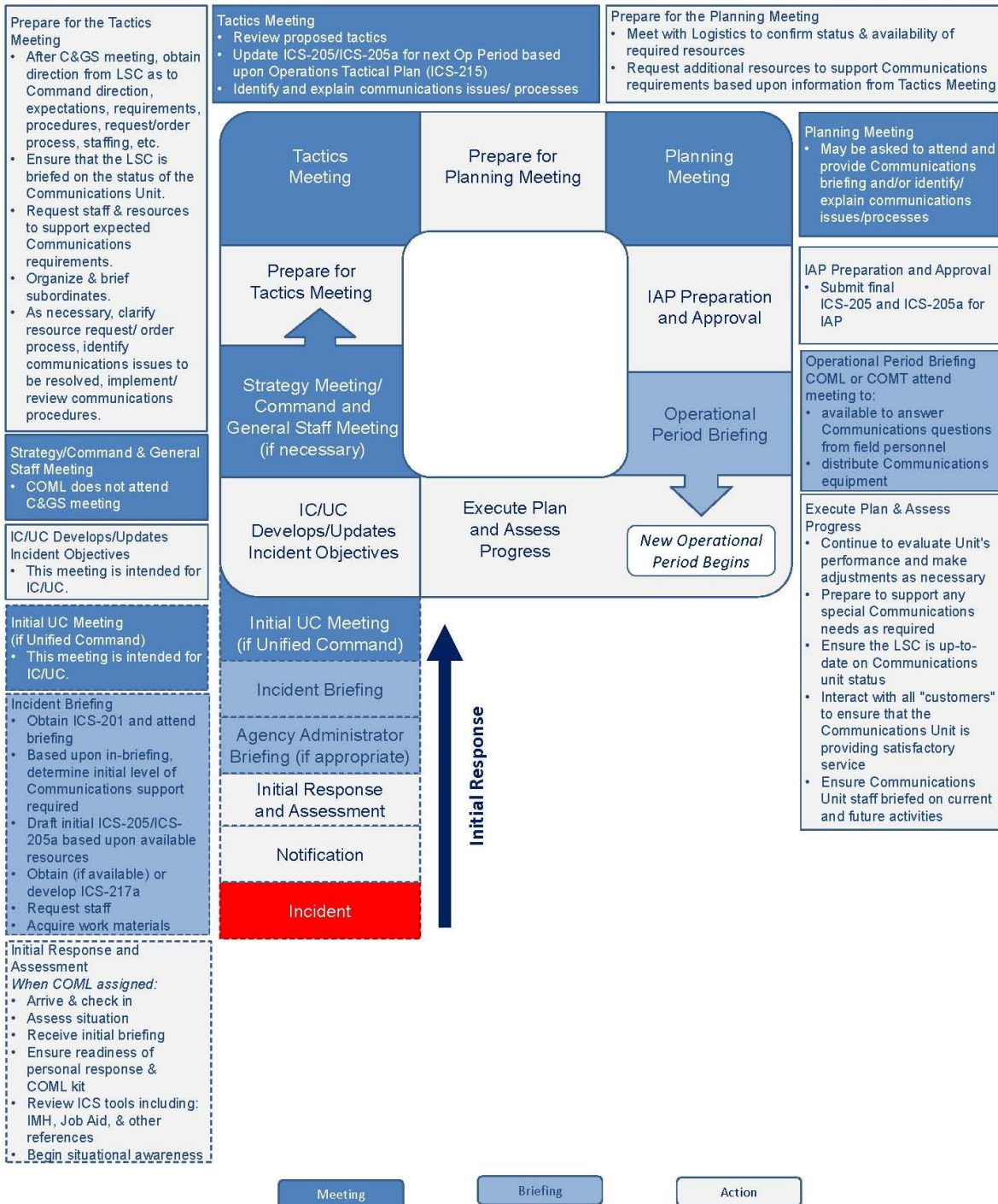
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Logistics Section Activities



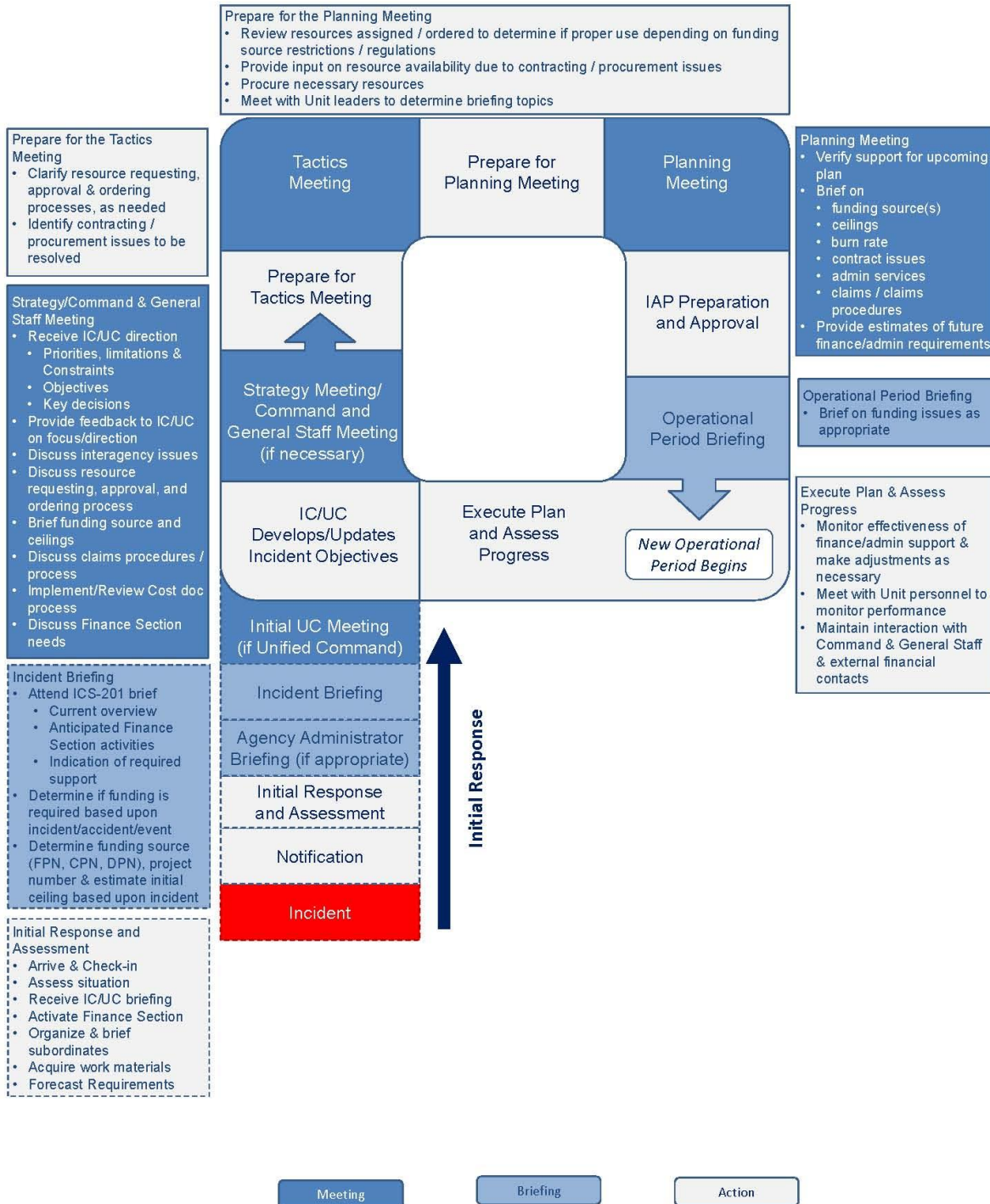
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Communications Unit Leader Activities



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Finance/Administration Section Activities



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Position Responsibilities and Checklists

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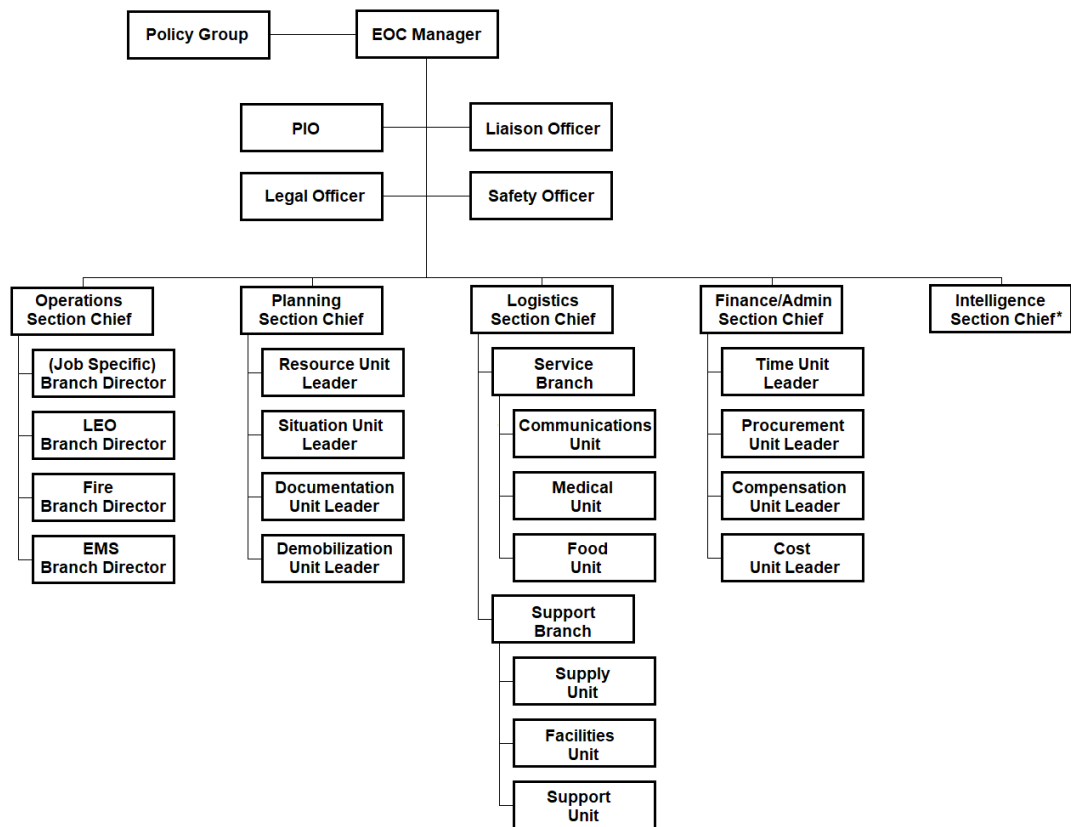
Position Responsibilities

All positions within an ICS Organization share some common responsibilities. It is assumed that all individuals will be familiar with the common responsibilities. Among those are coming to the incident prepared with necessary work materials, receiving a briefing from the immediate supervisor, and documenting your activities in an Activity Log (ICS 214).

Specific responsibilities for each position are presented below, along with organization charts and position checklists.

Command and General Staff Organization Chart

Figure C-1 EOC Position Chart



* Intelligence/Investigation Section only if separated from Planning Section

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Position Checklists

EOC Manager

The EOC Manager is responsible for all EOC activities.

Critical Safety Responsibilities

- Ensure that safety receives priority consideration in the analysis of strategic alternatives, the development of the EOC IAP, and in all incident activities.
- Assess incident situation, both immediate and potential.
- Conduct risk assessment for all strategic alternatives.
- Maintain command and control of the EOC Management Organization.
- Ensure that the safety and welfare of all EOC personnel and the public are maintained.
- Ensure transfer of command is announced to all EOC personnel.

Other Duties

- Review Common Responsibilities
- Obtain briefings from Policy Group and/or prior EOC Manager.
- Obtain Delegation of Authority from Policy Group.
- Set EOC objectives.
- Brief Command and General Staff.
- Approve the EOC IAP.
- Determine information needs.
- Approve requests for additional resources and requests for release of resources.
- Authorize release of information to news media, if delegated by Policy Group.
- Ensure Incident Status Summary (ICS 209) is completed.
- Approve Demobilization Plan.
- Conduct strategy meetings, reviewing, validating, and/or revising, incident objectives, strategies, and tactics.
- Determine effects of control actions on environmental and ecological processes.
- Ensure that strategic and tactical options consider all resource values.
- Foster an atmosphere free of discrimination, sexual harassment, and other forms of inappropriate behavior.
- Supervise staff activities, ensure functional performance is maintained, and take corrective action, if needed.
- Participate in external incident affairs as required.
- Ensure incident financial accountability and expenditures are maintained to agency standards.
- Ensure incident documentation package is complete.
- Debrief with Policy Group.

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Public Information Officer (PIO)

The Public Information Officer, a member of the Command Staff, is responsible for the formulation and release of information about the incident to the news media, local communities, incident personnel, other appropriate agencies and organizations, and for the management of all Public Information Officers assigned to the incident.

- Contact the jurisdictional agency to coordinate public information activities.
- Obtain copies of current Incident Status Summaries (ICS 209).
- Develop policy with Incident Commander, Policy Group, agency Public Affairs Officer, IMT members, and incident investigators regarding information gathering and sharing. Observe constraints on release of information.
- Develop and receive EOC Manager's approval of a comprehensive, proactive communications strategy that reflects both immediate and long-term goals.
- Prepare initial information summary as soon as possible after arrival.
- Obtain approval for release of information from EOC Manager.
- Attend meetings to update information releases.
- Arrange for meetings between media and incident personnel.
- Provide escort service to the media and very important persons (VIPs); provide PPE as necessary.
- Respond to special requests for information.
- Keep informed of incident developments and control progress through Planning Meetings and regular contacts with other incident staff, host unit, and cooperating agencies.
- Keep the EOC Manager informed of any potential issues involving the general public, news media, or other sources.

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Liaison Officer (LOFR)

The Liaison Officer, a member of the Command Staff, is the point of contact for the assisting and cooperating Agency Representatives. This includes Agency Representatives from other fire agencies, Red Cross, law enforcement, public works, etc.

- Provide a point of contact for assisting and cooperating Agency Representatives.
- Identify each Agency Representative, including communications link and location.
- Maintain a current list of cooperating and assisting agencies assigned. Confirm resource list with the Resource Unit Leader.
- Respond to requests from incident personnel for interorganizational contacts.
- Monitor incident operations to identify current or potential interorganizational problems.
- Remain visible on the incident to incoming cooperators and assisting agencies.
- Respond to requests for information, and resolve problems.
- Participate in Planning Meetings providing current resource status, limitations, and capability of other agency resources.
- Keep cooperating and assisting agencies informed of planning actions.

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Safety Officer (SOFR)

The Safety Officer, a member of the Command Staff, is responsible for monitoring and assessing hazardous and unsafe situations and developing measures for assuring personnel safety. The Safety Officer will correct unsafe acts or conditions through the regular line of authority, although they (Safety Officer) may exercise emergency authority to stop or prevent unsafe acts when immediate action is required.

Critical Safety Responsibilities

- Analyze proposed and selected strategic alternatives from a safety perspective, ensuring that risk management is a priority consideration in the selection process.
- Direct intervention will be used to immediately correct a dangerous situation.
- Prepare the safety message included in the EOC IAP.
- Develop the Incident Action Plan Safety Analysis (ICS 215A) planning matrix with the Operations Section Chief.
- Present safety briefing to overhead. Safety briefing should emphasize hazards and risks involved in action plan components.

Other Duties

- Establish systems to monitor activities for hazards and risks. Take appropriate preventive action.
- Priority of recommendations will start with risks having the highest potential for death or serious injury and follow through to those of lesser degree.
- Evaluate operating procedures. Update or modify procedures to meet the safety needs.
- Review and approve Medical Plan (ICS 206).
- Review EOC IAPs to ensure that safety issues have been identified and mitigated.
- Analyze observations from staff and other personnel.
- Ensure accidents are investigated.
- Prepare accident report upon request of the EOC Manager.
- Monitor operational period lengths of incident personnel to ensure work/rest guidelines are followed; recommend corrective action to EOC Manager.
- Monitor food, potable water, and sanitation service inspections. Request assistance from health departments as needed.
- Monitor incident PPE needs.
- Inspect EOC facilities.
- Ensure appropriate accident, incident, and other safety reports are completed and submitted.
- Prepare final safety report upon request of the EOC Manager.

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Operations Section Chief (OSC)

The Operations Section Chief, a member of the General Staff, is responsible for managing all operations directly applicable to the primary mission.

Critical Safety Responsibilities

- Use the risk management process, and supervise operations.
- Maintain accountability of assigned resources.
- Develop Incident Action Plan Safety Analysis (ICS 215A) with Safety Officer.

Other Duties

- Develop operations portion (ICS 215) of the EOC IAP with the Planning Section Chief.
- Brief and assign Operations personnel according to the EOC IAP.
- Facilitate and coordinate the ordering and release of operation resources.
- Report special activities, events, and occurrences to EOC Manager.

Operations Branch Director (OPBD)

The Operations Branch Director, when present, is responsible for implementing the portion of the EOC IAP applicable to the assigned Branch.

Critical Safety Responsibilities

- Use the risk management process and supervise Branch operations.
- Maintain accountability of assigned resources.
- Provide safety briefing to subordinate resources.

Other Duties

- Attend Planning Meetings at the request of the Operations Section Chief.
- Review Division/Group Assignment Lists within the Branch.
- Brief and assign specific work tasks to Division/Group Supervisors.
- Approve accident and medical reports.
- Resolve logistic problems reported by subordinates.

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Planning Section Chief (PSC)

The Planning Section Chief, a member of the General Staff, is responsible for collecting, evaluating, disseminating, and using information about the development of the incident, status of resources, and demobilization of the incident.

Information is needed to understand the current situation, predict probable course of incident events, prepare alternative strategies and control operations for the incident, and provide for an orderly and economical demobilization of the incident.

Critical Safety Responsibilities

- Conduct Planning Meetings and operational briefings.
- Supervise preparation of EOC IAP, and ensure sufficient copies are available.
- Advise General Staff of any significant changes in incident status.
- Prepare and distribute EOC Manager's orders.
- Ensure that information concerning special environmental protection needed is included in the EOC IAP.
- Establish information requirements and reporting schedules for all ICS Organizational elements for use in preparing the EOC IAP.

Other Duties

- Assemble information on alternative strategies.
- Perform operational planning for Planning Section.
- Ensure that normal agency information collection and reporting requirements are met.
- Prepare recommendations for release of resources (for approval by the EOC Manager).
- Ensure demobilization plan and schedule are developed and coordinated with Command and General Staff.
- Establish a communications link between the agency Demobilization Organization and the incident Demobilization Unit.

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Resources Unit Leader (RESL)

The Resources Unit Leader is responsible for establishing all EOC check-in activities; preparing and processing resource status information; preparing and maintaining displays, charts, and lists that reflect the current status and location of resources, transportation, and support vehicles; and maintaining a master check-in list of resources assigned to the incident.

Critical Safety Responsibilities

- Gather, post, and maintain current incident resource status. including transportation, support vehicles, and personnel.
- Maintain master list of all resources checked in at the incident.
- Prepare Organization Assignment List (ICS 203) and Incident Organization Chart (ICS 207).
- Participates in the Tactics Meeting and completes the ISC 215 with the Operations Section Chief.
- Prepare Division Assignment List(s) (ICS 204) after the Planning Meeting.

Other Duties

- Establish check-in function at EOC location.
- Verify that all resources are checked in.
- Using the Incident Briefing (ICS 201), prepare and maintain the Command display (organization chart and resource allocation and deployment sections of display).
- Establish contacts with incident facilities and maintain resource status information.
- Participate in Planning Meetings as required by the Planning Section Chief.
- Provide resource summary information to Situation Unit as requested.
- Continually identify resources that are surplus to the needs of the incident.

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Situation Unit Leader (SITL)

The Situation Unit Leader is responsible for collecting and organizing incident status and information and evaluating, analyzing, and displaying that information for use by ICS personnel and agency Dispatchers.

Critical Safety Responsibilities

- Collect and analyze situation data.
- Obtain available plans, mobilization plans, maps, and photographs.
- Prepare predictions at periodic intervals or upon request of the Planning Section Chief.
- Prepare the Incident Status Summary (ICS 209).

Other Duties

- Obtain and analyze data as applicable.
- Post data on Command displays at scheduled intervals.
- Participate in Planning Meetings as required by the Planning Section Chief.
- Provide photographic services and maps.
- Maintain Situation Unit records.
- Maintain incident history on maps and narrative from Initial Attack to final demobilization.

Documentation Unit Leader (DOCL)

The Documentation Unit Leader is responsible for maintaining accurate and complete EOC files, providing duplication services to personnel, and packing and storing EOC files.

- Establish and organize EOC files.
- Establish duplication service and respond to requests.
- Retain and file duplicate copies of official forms and reports, including those generated by computers.
- Check on accuracy and completeness of records.
- Provide duplicates of forms and reports.
- Prepare EOC documentation when requested.
- Maintain, retain, and store EOC files.

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Demobilization Unit Leader (DMOB)

The Demobilization Unit Leader is responsible for preparing the Demobilization Plan and schedule.

- Review and continually monitor incident resource records (Incident Briefing Form (ICS 201), Incident Check-In List (ICS 211), Resource Status Cards (ICS 219), and IAP) to determine probable size of demobilization effort.
- Obtain Incident Commander's demobilization objectives and priorities.
- Meet with Agency Representatives to determine:
 - Personnel rest, hygiene, and safety needs.
 - Coordination procedures with agencies.
 - Local demobilization priorities.
- Be aware of ongoing Operations Section resource needs.
- Obtain identification and description of surplus resources and probable release times.
- Determine finance, supply, and other incident checkout stops.
- Establish and post check out procedures.
- Determine incident logistics and transportation capabilities needed to support the demobilization effort.
- Establish communications with appropriate off-incident facilities.
- Get approval of Demobilization Plan (EOC Manager and Incident Commander, Planning Section Chief, agency, etc.).
- Distribute Plan and any amendments.
- Monitor and supervise implementation of Demobilization Plan.

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Logistics Section Chief (LSC)

The Logistics Section Chief, a member of the General Staff, is responsible for providing facilities, services, and material in support of the incident. The Logistics Section Chief participates in developing and implementing the EOC IAP and activates and supervises the Branches and Units within the Logistics Section.

Critical Safety Responsibilities

- Obtain briefing from Policy Group and/or outgoing EOC Manager, and gather intelligence.
- Before your arrival, collect information from outgoing Logistics personnel responsible for the incident.
- Identify service and support requirements for planned and expected operations.
- Participate in preparing the EOC IAP.
- Ensure Communication Plan, Medical Plan, and Transportation Plan are updated and provided to Planning Section.

Other Duties

- Advise on current service and support capabilities.
- Update EOC Manager on accomplishments and/or problems.
- Consider demobilization before the actual need to release excess section resources.

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Service Branch Director (SVBD)

The Service Branch Director is responsible for managing all service activities at the EOC. The Service Branch Director supervises the operations of Communications, Medical, and Food.

Critical Safety Responsibilities

- Supervise Service Branch Leaders.
- Ensure Communications and Medical Plans are updated and provided to the Planning Section.

Other Duties

- Advise on current service capabilities.
- Inform Logistics Section Chief of Branch activities.
- Update Logistics Section Chief on accomplishments and problems.
- Consider demobilization before the actual need to release excess Branch resources.

Communications Unit Leader (COML)

The Communications Unit Leader, under the direction of the Service Branch Director or Logistics Section Chief, is responsible for developing plans for the effective use of incident communications equipment and facilities; installing and testing communications equipment; supervising the Incident Communications Center; distributing communications equipment to incident personnel; and maintaining and repairing communications equipment.

Critical Safety Responsibilities

- Establish adequate communications for the incident.
- Advise Operations Section on communications capabilities and limitations.
- Provide technical information, as required, on limitations and adequacy of communications systems in use, equipment capabilities, equipment available, and potential problems.
- Develop the daily Incident Radio Communications Plan (ICS 205).

Other Duties

- Establish the Communications Unit and Message Centers.
- Establish an equipment accountability system.
- Maintain records on communications equipment.
- Determine location of repeaters.
- Determine what communication networks are established or need to be established.

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Medical Unit Leader (MEDL)

The Medical Unit Leader is primarily responsible for developing the Medical Plan, obtaining medical aid and transportation for injured or ill personnel, and preparing reports and records.

Critical Safety Responsibilities

- Determine level of emergency medical activities performed before activating Medical Unit.
- Prepare the Medical Plan (ICS 206).
- Prepare procedures for major medical emergencies.
- Declare major medical emergency(s) as appropriate.
- Provide medical aid, supplies, and transportation.

Other Duties

- Prepare medical reports.

Food Unit Leader (FDUL)

The Food Unit Leader is responsible for determining feeding requirements at the EOC facility.

Critical Safety Responsibilities

- Provide sufficient potable water.
- Ensure appropriate health and safety measures are taken.
- Keep inventory of food on hand, and check in food orders.

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Support Branch Director (SUBD)

The Support Branch Director is responsible for developing and implementing logistics plans in support of the EOC IAP. The Support Branch Director supervises the operations of Supply and Facilities.

Critical Safety Responsibilities

- Determine level of service needed to support operations.

Supply Unit Leader (SPUL)

The Supply Unit Leader is responsible for ordering personnel, equipment, and supplies; receiving and storing all supplies for the incident; maintaining an inventory of supplies; and servicing nonexpendable supplies and equipment.

Critical Safety Responsibilities

Develop and implement safety and security requirements.

Other Duties

Arrange for receiving ordered supplies.

Order, receive, store, and distribute supplies and equipment.

Order personnel, supplies, and equipment as requested.

Maintain inventory and accountability of supplies and equipment.

Responsible for proper disposal of expendable supplies and hazardous wastes.

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Facilities Unit Leader (FACL)

The Facilities Unit Leader is responsible for laying out and maintaining the EOC facility and managing operations.

Critical Safety Responsibilities

- Provide facility maintenance services: sanitation, lighting, clean up, and potable water.

Other Duties

- Participate in Logistics Section/Support Branch planning.
- Determine requirements for the facility.
- Prepare layouts of the facility.
- Provide sleeping facilities, if needed.

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Finance/Administration Section Chief (FSC)

The Finance/Administration Section Chief is responsible for all financial, administrative, and cost analysis aspects of the incident and for supervising members of the Finance/Administration Section.

- Develop an operating plan for the Finance/Administration Section; fill supply and support needs.
- Review contracts, memoranda of understanding, and cooperative agreements for incident impact and application.
- Meet with assisting and cooperating agency representatives as required.
- Provide input on financial and cost-analysis matters.

Maintain daily contact with agency(s) administrative headquarters on financial matters.

- Before leaving the incident, brief agency administrative personnel on incident-related business management issues needing attention and follow-up.

Time Unit Leader (TIME)

The Time Unit Leader is responsible for recording personnel time.

- Determine requirements for the time-recording function.
- Ensure that personnel time-recording documents are prepared daily and comply with agency(s) policy.
- Establish and maintain adequate records security.
- Before demobilization, release time reports from assisting agency personnel to the respective Agency Representatives.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- Determine the need for Personnel Time Recorders, and order personnel as needed (with Finance/Administrative Chief's approval).
- Before demobilization, ensure that all personnel time logs and forms are complete according to agency policy.
- Obtain Demobilization Plan, and ensure that Personnel Time Recorders are adequately briefed on Demobilization Plan.

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Procurement Unit Leader (PROC)

The Procurement Unit Leader is responsible for administering all financial matters pertaining to vendor contracts, leases, and fiscal agreements.

- Review incident needs and any special procedures.
- Coordinate with local jurisdiction on plans and supply sources.
- Develop incident procurement procedures for local purchase.
- Prepare and sign contracts and agreements as needed.
- Establish contracts and agreements with local supply vendors as required.
- Ensure that a system is in place that meets agency property management requirements and accounting for all new property purchases.
- Interpret contracts and agreements, and resolve claims or disputes within delegated authority.
- Provide for coordination between the Ordering Manager, and all other procurement organizations supporting the incident.
- Coordinate with Compensation/Claims Unit on procedures for handling claims.
- Complete final processing of contracts and agreements, and process documents for payment.
- Coordinate cost data, in contracts, with Cost Unit Leader.
- Brief Finance/Administration Section Chief on current problems and recommendations, outstanding issues, and follow-up requirements.
- Before demobilization, ensure that all procurement logs and forms are completed according to agency policy.
- Obtain the Demobilization Plan, and ensure that the Equipment Time Recorders are adequately briefed on the Demobilization Plan.

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Compensation/Claims Unit Leader (COMP)

The Compensation/Claims Unit Leader is responsible for the overall management and direction of all administrative matters pertaining to compensation-for-injury and claims-related activities related to an incident.

- Establish contact with Safety Officer, Liaison Officer, and Policy Group.
- Determine the need for Compensation-For-Injury and Claims Specialists, and order personnel as needed.
- Review Incident Medical Plan.
- Coordinate with Procurement Unit on procedures for handling claims.
- Periodically review logs and forms produced by the Compensation-For-Injury and Claims Specialists to ensure compliance with agency requirements and policies.
- Obtain Demobilization Plan, and ensure that the Compensation-For-Injury and Claims Specialists are adequately briefed on the Demobilization Plan.
- Before demobilization, ensure that all compensation-for-injury and claims logs and forms are complete and routed to the appropriate agency for post incident processing.

Cost Unit Leader (COST)

The Cost Unit Leader is responsible for collecting all cost data, performing cost-effectiveness analyses, and providing cost estimates and cost-saving recommendations.

- Coordinate with agency on cost-reporting procedures.
- Collect and record all cost data.
- Prepare incident cost summaries.
- Prepare resource-use cost estimates for Planning Section.
- Recommend cost savings to Finance/Administration Section Chief.
- Maintain cumulative incident cost records.
- Complete all records before demobilization.
- Provide reports to Finance/Administration Section Chief.

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Agreements and Memorandums of Understanding

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Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the County. **Copies of these mutual aid agreements can be found in the County Emergency Managers Office.**

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E **References**

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Federal

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County

Copies of the following documents can be obtained by contacting the Emergency Manager:

- Multi-Jurisdictional Natural Hazard Mitigation Plan
- Community Wildfire Protection Plan
- Copies of Memoranda of Agreement / Understanding

Other

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

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Acronyms and Glossary

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Acronyms

CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Citizen Emergency Response Team
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Harney County
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
ECC	Oregon Emergency Coordination Center
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EM	Emergency Management
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System

MOC	Medical Operations Center
MOU	Memorandum of Understanding
NCP	National Contingency Plan
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System
NRF	National Response Framework
NRS	National Response System
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OR DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
PIO	Public Information Officer
POD	Point of Dispensing
PPE	Personal Protective Equipment
SAR	Search and Rescue
SME	Subject Matter Expert
SOG	Standard Operating Guidance
State	State of Oregon
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
WMD	Weapons of Mass Destruction

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.

Actual Event: A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

After Action Report: The After-Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After-Action Report.

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

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 State, local, or tribal government agency or private entity 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: Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

Allocated Resource: Resource dispatched to an incident.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that

objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

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

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

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 also Supporting Agency.

Audit: formal examination of an organization's or individual's accounts; a methodical examination and review.

Available Resources: Resources 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 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 those individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain-of-Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (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: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

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/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.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

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.

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

Corrective Action: Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

Corrective Action Plan: A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

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

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

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 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 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.

Disciplines: A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HAZMAT, EMS).

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, 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 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: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows States to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

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 Centers: The physical location at which the coordination of information and resources to support domestic incident management 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, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

Emergency Operations Plan: The "steady-state" plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

Emergency Response Provider: Includes State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

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

Evaluation: The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exercise: Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

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

Federal Preparedness Funding: Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

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: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth

function, Intelligence, may be established, if required, to meet incident management needs.

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.

Group: 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. Groups, when activated, are located between branches and resources in the Operations Section.

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

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at <http://www.hseep.dhs.gov>.

Improvement Plan: The After-Action Report documents the performance of exercise related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After-Action Report.

Incident: An occurrence or event, natural- or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, 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 Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of 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 Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the 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 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 necessary for selecting 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.

Incident-Specific Hazards: Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, avian flu, etc.

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.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

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.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Interagency: An organization or committee comprised of multiple agencies.

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.

Inventory: An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

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

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely 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 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., City, County, tribal, State, or Federal 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.

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit <https://www.llis.dhs.gov/>

Letter of Expectation: See Delegation of Authority.

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

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

Local Government: 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 organization, 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: Providing resources and other services to support incident management.

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

“any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

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).

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

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

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

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

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

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of

Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and mental health services requirements of the ESF 8 in the National Response Framework.

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 system mandated by HSPD-5 that provides a consistent nationwide approach for State, local, and tribal governments; the private-sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Framework: A guide to how the Nation conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It is intended to capture 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. The National Response Framework replaces the former National Response Plan.

No-Notice Events: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in supporting emergency operations 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 not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it 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 ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Plain Language: Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf.

Planning: A method to developing objectives to be accomplished and incorporated into an EOP.

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

Planning Meeting: A meeting held as needed prior to 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 IAP.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

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

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

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Preplanned Event: A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

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 entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

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

Public Information Systems: The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

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 by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the NIMS includes mutual-aid agreements; the use of special State, local, and tribal 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.

Resource Typing: Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing

definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information please visit <https://rtlt.preptoolkit.fema.gov/Public>.

Resource Typing Standard: Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

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.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Scalability: The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (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. The Operations Section manages Staging Areas.

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 Procedures: A complete reference document that details the procedures for performing a single function or a number of independent functions.

Standardization: A principle of the NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

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 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).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

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 Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

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 Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

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.

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

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

Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

Tribal: 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: A classification of resources in the ICS 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: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having 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: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

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 NIMS, a volunteer is 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, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

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ESF 1 – Transportation

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ESF 1 Tasked Agencies	
Primary County Agencies	Morrow County Public Works Department
Supporting County Agencies	Morrow County Emergency Management Morrow County Sheriff's Office Morrow County Airport The Loop – County Transit
Community Partners	Fire Defense Board Fire Departments/Districts Local Municipalities Local School Districts
Primary State Agency	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

The following activities are within the scope of ESF 1:

- Coordinate and/or support damage assessment activities, including 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 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, the 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 comprises road, rail, and air

systems. The following considerations should be considered when planning for and implementing ESF 1 activities:

- 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 in 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 and will affect the efficiency of response and recovery.
- Disaster operations and/or hazardous conditions may require the County to divert traffic or implement other methods of traffic control.
- 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 help determine response priorities and transportation demands.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF-1 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on 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 D 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; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of transportation infrastructure resources.

4.2 EOC Activation

When a disaster occurs, the County’s 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 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 County EOC and facilitate transportation infrastructure-related activities.

4.3 EOC Operations

When transportation-related activities are staffed in the County EOC, the County 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 (PIO) 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

The County Public Works Department, with support from ODOT and the County Geographical Information System (GIS) Department, manages emergency transportation routes, identifies road hazards, and 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.

4.4.1 Advance Planning

Several factors must be considered when planning for evacuation, including but not limited to:

- Potential incident characteristics such as speed of onset, magnitude/ intensity, potential consequences, area affected, and duration/ persistence of disaster conditions.
- Number of people to be evacuated, including special facilities (schools, hospitals, nursing/retirement homes, etc.), persons with mobility limitations and other special needs, and those without their own transportation.
- Risk to public safety personnel providing evacuation notice.
- Potential need for response personnel and supplies.
- Capacity and survivability/availability of evacuation routes and transportation modes.
- Time and distance of travel necessary to ensure safety.

Hazard-specific evacuation information will be developed for certain known hazards and will be included in this ESF Annex as appendices. The appendices will describe the potential impact area(s) for known hazards, the number of people in threatened areas, and any critical facilities potentially affected. They will also include preplanned traffic and access control points, evacuation routes, warning assignments, transportation requirements, evacuation assembly points, and pre-designated mass care facility locations. These appendices will be used during an incident for evacuation and mass care planning

4.4.2 Procedures

Define the evacuation area. The area to be evacuated will be delineated by officials recommending the evacuation based on the advice of appropriate response and support agencies. In the case of a hazardous material release, evacuation information is available via the U.S. Department of Transportation's North American Emergency Response Guidebook, from the Chemical Transportation Emergency Center (800-424-9300) and, if applicable, in the facility's Risk Management Plan (which should be on file with the fire department having jurisdiction). In all cases, the hazard condition will be continuously monitored in case changing circumstances (such as wind shifts) require redefinition of the actual or potential affected area. The command authority will ensure that the evacuation area is defined in terms clearly understandable by the general public and that this information is provided to the lead PIO for rapid dissemination.

Issue notification/warning. The Operations Section Chief or person assigned to manage the evacuation will compile the necessary information and manage its dissemination. Evacuation instructions and information for the public will be coordinated by the lead PIO with support from the PIO Network and the Emergency Management Organization (EMO). Pre-evacuation warnings in slow moving incidents (e.g., dam failure) should be coordinated at the County EOC.

Any evacuation notice should specify the area to be evacuated, evacuation routes to be used, assembly/pickup points, shelter/reception center information, and other critical information as outlined in Oregon Revised Statute 401. Information and instructions to the public will be disseminated using media partners, door-to-door contacts, sirens, the Emergency Alert System, and public address systems. The County warning system will be used when providing evacuation instructions and information to government officials, organizations, and institutions. Residential and health care institutions should be notified directly by the responsible authorities.

Manage movement of evacuees. The primary evacuation mode in the County is anticipated to be private vehicles, the movements of which will be controlled by the law enforcement agency or agencies having jurisdiction. Movement instructions (e.g., road closure information) should be part of the warning and subsequent public information releases.

Select and Coordinate Route. There are three major highways in the County: Interstate 84/US Route 30 runs east/west, and US Route 730 runs east/west. There are also three Oregon Routes in the County: Oregon Route 74 runs east/west, Oregon Route 206 runs east/west, and Oregon Route 207 runs north/south. Evacuation routes for a given incident will be identified and approved by the Incident Commander; "Critical Routes" maps should be used, if available; and, in the case of a hazardous material release at a fixed facility, evacuation routes may be predesignated in a facility Risk Management Plan. Where

evacuation routes cross jurisdictional lines, jurisdictions should coordinate directly with each other and/or via the EMO.

Routes will be appropriated and policed by law enforcement. The County Public Works Department and ODOT will take-action as needed to keep routes open (e.g., identify road hazards, post signs and barricades, implement road closures, implement mapping and surveillance). Law enforcement will coordinate roadblocks and detours, aerial surveillance, and use of wrecker services to clear disabled vehicles. Blockages will be cleared by any means necessary to maintain maximum traffic flow. If possible, two-way traffic will be maintained on all evacuation routes to allow continued access for emergency vehicles.

Implement area clearance and security. Law enforcement personnel having jurisdiction over the evacuated area(s) will sweep their respective area(s) after the initial notice to ensure that all persons have been advised and have responded. Persons who refuse to follow evacuation instructions will be left alone until all who are willing to leave have been evacuated. If time and responder safety permit, further efforts may be made to persuade those who are still there to evacuate. The name and address of persons refusing to evacuate will be added to the Major Incident Log. Law enforcement agencies will establish a perimeter control to provide security and protection of property left behind. Disaster Area Permits may be used to limit sightseers for a major incident. Fire departments will take measures to ensure continued fire protection.

Perform initial resource allocation. Personnel and material resources will be reassigned as needed to support emergency evacuation and essential transportation routes. Public Works may be used to assist in traffic control and provide transportation for evacuees. The Public Works Director (or designee) will also maintain a position on the general staff of the County EOC during an ESF 1 incident. Depending on the incident type, additional liaisons and sub-functions may be necessary to support various transportation-related tasks for the duration of the response. State agencies with an ongoing emergency role, such as the Oregon State Police, may assist in the evacuation of threatened areas as resources allow in small-scale evacuations on a mutual aid basis. Federal agencies with an ongoing emergency role, such as the Oregon National Guard, or the USDA Forest Service, may provide immediate resources to assist in the evacuation of isolated areas.

Manage relocation. County Emergency Management, in coordination with the local volunteer and faith-based organizations, coordinates the emergency relocation of county populations (see ESF 6 – Mass Care). The County EOC will help coordinate evacuation activities among jurisdictions.

Coordinate resource support. Resources are coordinated through the County EOC as necessary. The Sheriff (or designee) serves on the Command Staff at the County EOC during an ESF 1 incident.

4.4.3 Evacuation of Specialized Facilities

Facilities expected to require special planning and resources to carry out evacuations include:

- Pioneer Hospital (may require assistance from local jurisdictions; hospital administrators are responsible for evacuation plan).

- Nursing homes and residential care facilities (may require assistance from local jurisdictions; administrators are responsible for evacuation plans).
- Schools (school administrators are responsible for evacuation plans).

All such facilities within an evacuation area will be warned of the emergency situation. All special facilities located in predetermined hazard areas will be identified by facility name, address, phone number, and contact person(s), along with any unique support requirements.

Area hospitals, with support from the Hospital Preparedness Program, Region 9, and Morrow County Public Health Department, establish evacuation procedures for medical care facilities, coordinate resources needed for distribution of medical supplies/equipment to point of dispensing (POD) sites, and maintain emergency activities within the identified emergency transportation routes.

Non-profit organizations will provide or assist with domestic and companion animal rescue and transportation (refer to ESF 11 for information regarding transportation of domestic livestock and/or wildlife during an animal disease incident). Local fire districts are also valuable resources for evacuation planning, as they are tasked with the responsibility of identifying special populations and facilities within their jurisdictions, as well as advocating and supporting the development of facility-specific evacuation plans and procedures.

4.4.4 Escalation Process

The process of furnishing emergency transportation services during a major emergency involves two series of actions:

1. Essential immediate transportation needs are identified and actions are taken to provide for persons in the hazard area.
2. Future continuing transportation needs and capabilities are estimated, and actions are taken to obtain needed resources. Such transportation support will primarily involve movement of supplies and equipment rather than people.

In most disasters, transportation requirements can be satisfied by using private vehicles, school and organization assets, and various government-owned vehicles. If needs cannot be met locally, additional assets are requested through mutual aid with neighboring jurisdictions and/or through State assistance. If time allows, additional state resources such as the Oregon National Guard may be ordered to assist in the evacuation. Established volunteer groups may also be used to assist in the evacuation.

Appropriate private-sector agreements and mutual aid agreements with neighboring jurisdictions will be invoked as required. Implementation of agreements will be coordinated through the County EOC. Requests for state or federal assistance will be made through the County EOC to the Oregon Office of Emergency Management. All requests will be reviewed by the Morrow County EOC Logistics Section Chief, Finance Section Chief, and Emergency Manager (or designee) prior to transmittal.

Records will be maintained on the use of all privately-owned equipment, including the date equipment was acquired, whether or not operating personnel were furnished with the equipment, the date the equipment/personnel was returned to the owner, and details of any damage incurred and/or consumables expended. These records will be used to determine

possible reimbursement to the owner and will be kept until a final decision is made by the Morrow County Emergency Manager concerning the disposition of disaster claims. Document management during an emergency will be accomplished through the Finance/Administration section of the County EOC.

4.4.5 Recovery

Control re-entry. Reoccupation of an evacuated area requires the same degree of consideration, coordination, and control as evacuation itself. Once the threat has passed and the evacuated area has been inspected by fire, law enforcement, and utility personnel for safety and security, the re-entry decision and order will be made by the Incident Commander in coordination with the Emergency Manager. Specific re-entry considerations include:

- Ensuring that hazardous conditions have abated.
- Ensuring that buildings are safe to occupy.
- Determining the number of persons in shelters who will have to be transported back to their homes.
- Estimating long-term housing requirements if homes have been damaged.
- Coordinating traffic control and movement back to the area.
- Establishing and implementing entry permit requirements, curfews, and other entry controls as needed.
- Informing the public of proper re-entry actions, particularly precautions they should take with regard to reactivating utilities.

The Sheriff's Office will coordinate the return of evacuees and maintain security for areas where access is not allowed, transitioning as conditions permit back to normal operations. Incorporated cities will coordinate the return of their respective evacuees and maintain security where access is not allowed.

Historical documentation and cost recovery. The Morrow County EMO will coordinate with local, state, and federal agencies, as well as with incorporated cities in damage assessment and cost recovery activities. The EMO will also ensure that the necessary communication activities are accomplished to inform the public of re-entry policies, procedures, and conditions.

Continuous improvement. The Morrow County EMO will coordinate with local, state, and federal agencies in conducting a post-event debriefing, evaluating the evacuation and re-entry processes, and identifying transportation capability issues for resolution. Incorporated cities will participate as appropriate.

4.5 Access and Functional Needs Populations

Provision of transportation-related activities will consider 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 policymakers and according to state and federal regulations and guidance.

The County Public 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 POD sites, and manage medical response operations within the identified emergency transportation routes.

4.6 Coordination with Other ESFs

The following ESFs support transportation-related activities:

- **Public Works (ESF 3):** Support in assessment and restoration of the transportation network including debris clearance.
- **Law Enforcement (ESF 13):** 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.

6 Appendices

- Appendix A – Emergency Evacuation Policy
- Appendix B – Evacuation Checklist
- Appendix C – ESF 1 Resources
- Appendix D – ESF 1 Responsibilities by Phase of Emergency Management
- Appendix E – ESF 1 Representative Checklist

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APPENDIX A - EMERGENCY EVACUATION POLICY

PURPOSE

The following policy establishes authorization for the evacuation of citizens from hazardous areas of Morrow County during an emergency or disaster.

POLICY

Upon determination that there is an immediate danger to Morrow County residents, the County Board of Commissioners, the Sheriff, and on-scene Incident Commanders may take action as outlined below.

- Issue an evacuation notice or an evacuation order based on the determination that a hazard exists that is creating a threat to the health and safety of the public.

NOTE: Evacuation may be mandated only after a declaration of emergency has been issued by the responsible jurisdiction to ensure public safety or as necessary for the efficient conduct of activities that minimize or mitigate the effects of the emergency. (All reasonable efforts must be made to consult with the County Counsel prior to any mandated evacuation.)

- In an evacuation, close County roads and restrict access to and from all areas of the County.
- In an evacuation, remove stalled and parked vehicles that impede the flow of traffic.
- In an evacuation, alter traffic flow direction on County roads as necessary.
- Coordinate state road closures with the Oregon State Police and ODOT.

The County's Emergency Management Organization shall be notified of evacuations that meet any of the following criteria:

- Multi-residential evacuation in an unincorporated area(s) of Morrow County
- Evacuation from a city to another jurisdiction
- Any evacuation involving over 20 evacuees

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APPENDIX B - EVACUATION CHECKLISTS

PLANNING/MANAGEMENT

Emergency Operations Center (EOC) activation in progress – Board of Commissioners (BOC), County Sheriff, and/or Emergency Manager aware of the need for evacuation.

UNIFIED COMMAND (or person(s) assigned to plan and manage evacuation)

- Establish boundaries of the area to be evacuated and primary evacuation routes; consider:
 - Environmental factors (weather, wind)
 - Physical terrain
 - Time of day; are people home, asleep, at work?
- Determine whether there are special population concerns (schools, hospitals, nursing homes, language problems, retirement centers, etc.).
- Estimate the number of people within the evacuation area.
- Notify the American Red Cross, request sheltering, if necessary, and obtain shelter location information.
- Determine whether evacuation is voluntary or mandatory (mandatory evacuation will require an emergency declaration by the BOC if in the County, or by a city government, if within a city) and issue either an “Evacuation Notice” (voluntary) or “Evacuation Order” (mandatory).

Persons who refuse to follow evacuation instructions will be left alone until all who are willing to leave have been provided for. Time permitting, further efforts may be made to persuade those who are still there to evacuate. The name and address of persons refusing to evacuate shall be added to the Major Incident Log.

- Have the Public Information Officer (PIO)/EOC distribute an Evacuation notice/order, using the Emergency Alert System as appropriate and news releases to inform the media/public (ensure that the PIO position has been staffed and is being used and supported).
- Establish evacuation group supervisor(s) for the teams, such as the head of each agency team, and work with them in developing an evacuation plan.
- Obtain maps of the area, and have copies made for use by evacuation teams.
- Determine the risk to the evacuation teams, how to protect them, and what personal protective equipment they might need. Assign the task of obtaining such equipment.
- Determine what resources are available to evacuation teams, e.g.:
 - Law enforcement staff, local and mutual aid
 - Fire department staff, local and mutual aid
 - Morrow County Sheriff’s Office
 - Regular and reserve deputies
 - Amateur Radio Emergency Services
 - Military or state resources

- Identify a staging area for teams and equipment.
- Have the appropriate number of teams called out.
- Coordinate with utility companies through the Incident Command Post; notify them of evacuation to determine whether utilities need to be turned off.
- If transportation is required for evacuees or their possessions, request Public Works assistance (possessions will be limited to essential life sustaining items; large items such as furniture will generally not be transported with the evacuees).
- Establish anti-looting patrols for the evacuation area.
- Establish traffic control points after assigning roads to be closed (use Public Work's resources as appropriate/available).
- Assign a liaison to all shelters with communications ability to evacuation command post (Morrow County Amateur Radio Emergency Services).
- Develop a system for re-entry during evacuation.
- Establish a mobile tire repair station at appropriate locations for emergency vehicles (use Public Work's resources as appropriate/available).
- Establish food, water, and other support for evacuation teams.
- Ensure that the PIO has been kept fully informed and is proactively disseminating information on the evacuation and shelters through the media.

IMPLEMENTATION

Evacuation Plan has been prepared – Evacuation Order issued by the BOC

EVACUATION GROUP SUPERVISOR (or person assigned to supervise evacuation teams)

- Log personnel and resources as they arrive.
- Establish communication methods with crews; assign radios and frequencies or develop an alternate reliable method of communication.
- Appoint a recording scribe to mark a master map/evacuation log, recording evacuation results. Assign another person to assist if the scribe cannot record and operate the radios simultaneously due to the number of evacuation teams.
- Conduct a briefing for the teams:
 - Assign areas to two-person (minimum) teams; ideally, team one law enforcement with one fire department or other with local knowledge.
 - Ensure that all team members have picture identification.
 - Explain shelter locations and evacuation routes.
 - Provide written handouts on shelters, evacuation routes, dangers, and sheltering in place, if appropriate.
 - Establish a check-in schedule for the teams.
 - Detail what to report back to the evacuation command post (addresses of locations evacuated as well as those with no one there/no answer, refusals, other problems—all actions are to be documented, with names).
- Remain available to assist teams encountering problems and to make decisions.
- Monitor field activities and ensure that all crews report in on a regular basis.

- Conduct debriefing for teams, recording comments on what worked well and what didn't (to be used in the overall evaluation of the response to the incident).

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APPENDIX C - ESF 1 RESOURCES

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

LOCAL

- Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 1 – Transportation
- ODOT Emergency Operations Plan

FEDERAL

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

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APPENDIX D - ESF 1 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

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 standard operating procedures that allow for them to effectively accomplish these tasks.

MITIGATION AND PREPAREDNESS

Preparedness activities take place before an emergency occurs and include plans or preparations to save lives and 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.
- 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.
- 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 Emergency Operations Center (EOC) to support transportation activities.
- Ensure that staff are identified and adequately trained to fulfill their various county EOC positions.
- In coordination with the Sheriff and the American Red Cross, plan for and identify high-hazard areas and concentrations of potential evacuees, including the number of people requiring transportation to reception areas and special needs populations.
- Ensure that transportation resources for evacuation are pre-identified, including resources for special needs populations.
- Coordinate emergency preparedness planning activities and annual training exercises.
- Coordinate with the Public Works Department to ensure that this annex is updated and revised as necessary.
- In coordination with the Sheriff, Public Health, and the American Red Cross, plan for and identify high-hazard areas and concentrations of potential evacuees, including the

number of people requiring transportation to reception areas and special needs populations.

- Ensure that transportation resources for evacuation are pre-identified, including resources for special needs populations.
- Coordinate emergency preparedness planning activities and annual training exercises.
- Coordinate with the Public Works Department to ensure that this annex is updated and revised as necessary.

Sheriff's Office

- Using route information available from Public Works, identify unincorporated areas of the County where pre-designated evacuation routes may be desirable and develop procedures for evacuating those areas and for assisting with evacuations from incorporated cities as necessary.
- Provide training to personnel on the Incident Command System (ICS) and evacuation procedures, including working as a member of an evacuation team.
- May participate in annual training exercises conducted by County Emergency Management.
- Develop and maintain operational policies and procedures for evacuating unincorporated areas and for coordinating evacuations conducted by incorporated cities or neighboring counties that may impact the traffic flow on County roads and highways.
- In coordination with the Emergency Management Organization (EMO) and the American Red Cross, plan for and identify high-hazard areas and concentrations of potential evacuees, including the number of people requiring transportation to reception areas and special needs populations.

Public Works Department

- Ensure that personnel is aware of the need to support traffic control measures by providing signing for evacuation routes, detours, etc.
- May participate in annual training exercises conducted by County Emergency Management.
- Coordinate with the EMO to ensure that this annex is updated and revised as necessary.

Local Municipalities

- Work with local policymakers in performing mitigation/preparedness activities similar to those outlined above in conjunction with the city's Emergency Operations Plan (EOP).
- Police officials of incorporated cities without their own EOPs should use the mitigation/preparedness direction outlined above, as appropriate, and coordinate activities with the County EMO.

Fire Departments/Districts

- Identify special population groups such as schools, hospitals, nursing homes, retirement centers, corrections facilities, etc. within the fire district's jurisdiction,

coordinating with the incorporated cities and Sheriff's Office as appropriate in promoting emergency preparedness for evacuation as a part of the overall prevention program (evacuation plans/procedures are the responsibility of facility administrators).

- Provide training to personnel on evacuation procedures and working as a member of an evacuation team.

RESPONSE

Response activities take place during an emergency 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.
- Provide traffic control devices.
- Assist in keeping evacuation routes open.
- Support movement of resources to reception areas.

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.
- Coordinate with the on-scene Incident Commander, assessing the situation and making appropriate notifications to activate and staff the EOC.
- Coordinate with the on-scene Incident Commander and the Sheriff in defining the evacuation area.

- Ensure that citizens are advised to evacuate; issue an evacuation order when appropriate.
- Direct the release of Emergency Alert System (EAS) announcements and information to the media on what areas are being evacuated, what areas are being used as reception areas, and where Disaster Welfare Inquiry information can be exchanged.
- Coordinate evacuation efforts with local governments and with reception area governments.
- Direct movement of resources (personnel, equipment, supplies) to reception areas.
- Coordinate transportation needs for special population groups and emergency goods and services through area schools, churches, and other organizations possessing transportation assets.

Sheriff's Office

- Determine the need to evacuate, scope of evacuation, ability to implement evacuation using available resources, and need for coordination with supporting agencies.
- Assign evacuation planning and implementation responsibility to the appropriate ICS element (if able to handle without implementing EOP for the jurisdiction).
- If sheltering assistance is needed, contact the American Red Cross via the County EOC.
- Direct and support evacuation operations in the area of operations.
- Coordinate provision of security in the vacated area.
- Provide traffic control and evacuation assistance.
- Provide security escorts for commodities movement into affected areas.
- Using route information available from Public Works, identify those unincorporated areas of the County where pre-designated evacuation routes may be desirable and develop procedures for evacuating those areas and for assisting with evacuations from incorporated cities as may be necessary.
- Provide training to personnel on ICS and evacuation procedures, including working as a member of an evacuation team.
- May participate in annual training exercises conducted by County Emergency Management.
- Develop and maintain operational policies and procedures for evacuation of unincorporated areas and for coordination of evacuations conducted by incorporated cities or neighboring counties that may impact the traffic flow on County roads and highways.
- In coordination with the County EMO and the American Red Cross, plan for and identify high-hazard areas and concentrations of potential evacuees, including the number of people requiring transportation to reception areas and special needs populations.
- In conjunction with the Incident Commander, the EMO, and the BOC, and coordinating with the EOC team at all times, plan and execute the evacuation process (see Appendix B – Evacuation Checklists).
- Define the evacuation area based on the advice of the officials recommending the evacuation and appropriate advisory agencies.

- Issue pre-evacuation warning in coordination with the County EOC.
- Issue an evacuation notice outlining the area to be evacuated, evacuation routes, assembly points, shelter information, and other critical information and using all appropriate warning modes. Document decisions of persons refusing to evacuate in the Major Incident Log.
- Provide emergency public information as promulgated by the Operations Section Chief and/or PIO.
- In coordination with the EMO, Public Works Department, and other local and state law enforcement agencies, select and designate evacuation routes.
- Identify emergency traffic routes and set up County traffic checkpoints, providing regular status reports to the EOC.
- Identify special evacuation problems.
- Control access to and provide security in the evacuated area(s).
- Control re-entry as directed by the Incident Commander or the Emergency Manager.
- Activate the State Law Enforcement Memorandum of Understanding if additional resources and services are required.

Fire Defense Board

- Coordinate multi-jurisdictional fire activities from the County EOC (when activated).

County Transit

- Provide bus transportation resources.

Local School Districts

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

Local Municipalities

- 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.
- Respond in accordance with EOPs and coordinate evacuation activities, as appropriate, with the County Emergency Manager in the EOC.
- Police officials of incorporated cities without a city EOP should generally follow the response procedures outlined above, coordinating activities with local policymakers and the County Emergency Manager in the EOC.

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 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.
- 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.
- Coordinate cost recovery among local, state, and federal response partners.
- Inform the public of disaster recovery activities.
- Facilitate transition to normal operations.

Sheriff's Office

- Maintain security in areas where access is not allowed.
- Assist other agencies with recovery operations as appropriate.
- Transition to normal operations.

Local Municipalities

- Coordinate return of evacuees and maintain security where access is not allowed.
- Coordinate recovery activities with the Morrow County EMO as appropriate.
- Implement jurisdiction-specific After-Action Review and Improvement Plan development process and participate in Morrow County processes as appropriate.

APPENDIX E - ESF 1 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 2 – Communications

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ESF 2 Tasked Agencies	
Primary County Agencies	Morrow County Sheriff's Office Morrow County 911 Communications Center
Supporting County Agencies	Morrow County AuxComm Morrow County Emergency Management Morrow County Public Works
Community Partners	Umatilla/Morrow Radio Data District
Primary State Agency	Oregon Department of Administrative Services Oregon Department of Transportation (ODOT) Oregon Emergency Management Oregon State Police

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

The following activities are within the scope of ESF 2:

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 of 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 issues should be considered 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 among 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 on hazard conditions, access to communications equipment and infrastructure may be limited and prevent the timely restoration of services.
- Morrow County has a service area of 2,049 square miles, much of which comprises rural and densely forested areas. During severe weather or other types of emergencies, portions of the population could be isolated from cities and their resources.

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

2.3 Capabilities

- The Morrow County 9-1-1 Communications Center in Heppner is the primary Public Safety Answering Point (PSAP) for Morrow County. Emergency calls for service are received by the 9-1-1 Center and dispatched to the appropriate public safety agencies in Morrow County.

- Morrow County AuxComm is located in the Sheriff's Office at 325 Willow View Drive, Heppner. AuxComm is equipped with amateur radio equipment capable of receiving and transmitting on all frequencies used by Morrow County public safety agencies.
- The Morrow County Sheriff's Office Mobile Command Center contains mobile radio equipment capable of receiving and transmitting on all frequencies used by Morrow County public safety agencies as well as neighboring jurisdictions. This mobile communication capability provides Morrow County Emergency Management the ability to establish an EOC, either in the field or at alternate sites.
- There are numerous public safety/service radios operated by County and city personnel. In the event of telephone failure, these daily operations radios will be used as the primary means of communication.
- The Emergency Alert Service (EAS) may be activated to disseminate emergency information via radio, television, and the County website.
- Morrow County has no County-wide siren warning system. Some fire departments have outdoor sirens and have procedures for their use as a public warning system. Emergency vehicles equipped with sirens may be a viable means of getting the attention of the public in localized emergencies, but emergency instructions must be provided via public address systems.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 2-related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization's self-defined mission (e.g., disaster relief nonprofit 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 as follows:
 - Emergency Management is the lead County agency responsible for the development/maintenance of the jurisdiction's alert, warning, and notification technical systems and for alternative emergency communications.
 - The Sheriff's Office is the lead County agency charged with developing and maintaining the County's communication technology equipment and software.
- Requests for assistance with communication will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of communication resources.

4.2 Direction and Control

In general, emergency communications are primarily the responsibility of the Morrow County Sheriff's Office and the Morrow County 911 Communications Center. 911 is operated by the Morrow County Sheriff's Office and is the PSAP for Morrow County, providing dispatch services to Morrow County first responders. 911 functions as an information exchange point for police, fire, and emergency medical service providers.

Key communications support is provided by Umatilla/Morrow Radio Data District, which provides primary communication links.

When an incident occurs or is threatening, warning issuance and promulgation are primarily the responsibility of the Incident Commander, with key support from Morrow County Emergency Management, the Morrow County Sheriff, and Morrow County 911 Communication Center. Other agencies may support warning promulgation as determined by needs and capabilities.

4.3 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 Annex. 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 2-related activities.

4.4 EOC Operations

When ESF 2-related activities are staffed in the EOC, the ESF 2 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 communication.
- Share situation status updates related to communication to inform the development of the Situation Report.
- Participate in, and provide communication-specific reports for, EOC briefings.
- Assist in the 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.

4.5 Alert and Warning

The warning function for Morrow County requires a coordinated effort between the various levels of government and numerous politically independent agencies as outlined below. Overall coordination of the emergency information and warning process will be exercised from the EOC when activated. However, in emergency situations posing an immediate threat to life, any public safety official in the County serving as an Incident Commander, or any other authorized public official, may issue emergency information or warning by the most effective means. Such officials shall notify the Morrow County Emergency Manager as soon as possible to facilitate further notifications and actions as appropriate.

When a potential or actual incident arises, an action process will be implemented through Morrow County Emergency Management and/or Incident Commander to notify various agencies, partners, support staff, and public officials during an emergency. Warning dissemination will be under the supervision of the Emergency Manager, with support from the Sheriff's Office. Upon receiving warning information, County emergency service coordinators, the private sector, cities, and the public will be instructed to immediately initiate appropriate protective actions based on the nature of the potential hazard and the time available prior to impact.

State officials may issue warning information as a result of severe weather warnings or watches, or any major incident that may affect a large area. Such information may be transmitted over the National Warning System (NAWAS) or the Law Enforcement Data System to local communications centers and police departments and may be broadcast over the EAS to the public.

Warning information may be initiated by Federal officials and disseminated over National Warning System and the National Oceanic and Atmospheric Administration Weather Radio system. This information may include attack warnings, severe weather warnings, or other incidents which threaten a large area.

The receipt and dissemination of warning information may use any or all of the following warning methods:

- NAWAS is a nationwide private telephone communications system funded by the Federal Emergency Management Agency, which originates at the National Warning Center in Colorado Springs, Colorado. The system has “drops” (telephone instruments with loudspeakers) located at strategic locations within each state. Each state, in turn, controls a system connecting the State with warning points in each county.
- The Oregon Emergency Response System provides 24-hour alert, warning, and notification service to county/local warning points and notifies appropriate county, state, federal, and volunteer entities.
- The EAS is composed of AM and FM radio and TV broadcast stations and non-government industry utilities operating on a voluntary, organized basis during emergencies at national, state, or local levels. It provides for the alerting of participating stations, dissemination of standardized emergency information, and/or termination of non-emergency station activities until the emergency subsides. The EAS can be activated by any level of government.
- Print and electronic media can provide an effective method of disseminating emergency information. Electronic media can be helpful in issuing bulletins to inform the public of emergency conditions with or without formal activation of the EAS. Community newspapers are effective in providing detailed self-help information in slow-developing emergency situations (i.e., inclement weather, drought, etc.).
- Morrow County has no County-wide siren warning system. Some fire departments have outdoor sirens and have procedures for their use as a public warning system. Vehicles equipped with sirens may be a viable means of getting the attention of the public in localized emergencies, but emergency instructions must be provided via public address systems.
- Most police and fire vehicles are equipped with public address systems that may be used for warning the public in localized emergencies. These would be effective as an alternative to door-to-door notification in small areas with limited populations. In most cases, the public should be instructed to tune in to local television or radio for emergency information.
- In some emergencies, the most effective method of warning may be door-to-door contact. If time and emergency conditions allow, emergency services workers and volunteers can go door to door advising people of emergency instructions. This system would be effective only in emergencies affecting limited areas and populations. Care must be taken to keep unprotected workers from entering hazardous areas to disseminate warnings.
- In some localized emergencies, it may be possible to disseminate warnings to affected populations through the use of the telephone. If the threatened area is small, and a directory of telephone numbers by addresses exists, calls can be made advising people of the protective actions they should take.
- Groups that routinely work with special populations (e.g., the hearing impaired, non-English-speaking, physically handicapped, homebound, etc.) may assist in the dissemination of emergency information to such groups.

4.5.1 Evacuation Warnings

During slow-moving events, pre-evacuation notice will be given to affected residents if it appears that hazardous conditions warrant such action. Residents should be advised that they may have to evacuate within 30 minutes of notice or less.

Door-to-door notification will also be considered depending on the 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 them to evacuate.

4.6 Communications Systems

The Morrow County Sheriff's Office maintains an AuxComm at its Heppner Office; this facility is equipped with radio equipment capable of receiving and transmitting on all frequencies used by Morrow County public safety agencies. The Sheriff's Mobile Command Center also contains radio equipment capable of receiving and transmitting on all frequencies used by Morrow County public safety agencies, as well as neighboring jurisdictions.

The following communications systems and priorities will be implemented for the 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 the highest priority on all communication systems.
- 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 Manager or designee will activate the Radio Amateur Civil Emergency Service to provide personnel for coordinating and managing emergency radio traffic in the field and at the EOC, as needed.
- The Emergency Manager or designee will develop and maintain a County-wide communications resource inventory that will be made available during emergencies through the EOC.

4.7 Access and Functional Needs Populations

Provision of ESF 2-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.8 Coordination with Other ESFs

The following ESFs support ESF 2-related activities:

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

5 ESF Annex Development and Maintenance

The Morrow County Emergency Manager 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 2 Resources
- Appendix B – ESF 2 Actions by Phase of Emergency Management
- Appendix C – ESF 2 EOC Representative Basic Checklist

APPENDIX A - ESF 2 RESOURCES

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

LOCAL

- None at this time.

STATE

- Emergency Operations Plan
 - ESF 2 – Communications

FEDERAL

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

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APPENDIX B - ESF 2 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 2 include the following:

All Tasked Agencies

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

911 Communications Center

Communications Systems

- Develop and maintain standard operating procedures to address emergency response needs, including loss of 9-1-1 and/or radio communications with Morrow County and backup communications facilities.
- Develop and maintain an alert and warning systems for major emergencies/disasters, including EAS access.
- Participate in communications drills/exercises or other appropriate training that may be conducted by Morrow County Emergency Management.

Alert and Warning

- Establish and maintain procedures for issuing public warnings via the EAS.
- Establish and maintain procedures for contacting emergency management.
- Monitor and test the National Warning System on a regular basis.
- Participate in annual drills and exercises to test the warning process.

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 robust plans for the following communications sub-capabilities:

Communications Systems

- Coordinate the use of all public and private communications systems necessary during emergencies.
- Manage and coordinate all emergency communications within the Emergency Operations Center (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, including the use of specialized communications technology and any associated equipment, software, etc.

Alert and Warning

- Manage and coordinate all incident notifications to County staff, elected officials, and other outside agencies as appropriate (e.g., during the transition to continuity facilities or succession notification).
- Coordinate the development and maintenance of plans and procedures to ensure the availability of an effective Countywide warning process.
- Engage in routine intelligence gathering and situational awareness activities.

Sheriff's Office

- Ensure that the Morrow County Sheriff's Office Mobile Command Center is properly maintained.

County Departments

Alert and Warning

- County department heads shall pre-identify critical emergency operations and will develop and disseminate procedures for notification and recall of such workers.
- Each County department head shall, in conjunction with Emergency Management, develop policy and procedures for the diversion or release of workers not critical to departmental emergency operations to ensure the most effective use of County personnel.

Incorporated Cities

Alert and Warning

- Ensure that agreements and procedures supporting the warning process are in place with their respective warning points and that current notification information (names, telephone numbers, etc.) is provided to the 911 Communications Center and the Morrow County Emergency Manager.
- Establish and maintain procedures for warning the general public, schools, hospitals, etc. within their respective jurisdiction.
- Cities maintaining EOPs are responsible for developing, maintaining, and implementing warning annexes and/or procedures to implement the warning function for their jurisdiction. Cities without an EOP will use the County ESF 2 annex as a guideline and work with local public safety agencies or the Sheriff's Office by agreement in developing, maintaining, and implementing warning procedures for their jurisdiction.

AuxComm

Communications Systems

- Maintain a current listing of personnel and ensure that sufficient training is provided to keep personnel current on emergency management equipment operation and communication procedures.
- Ensure that EOC and Mobile Command Center Radio equipment is functioning properly and report any malfunctions to the Morrow County Undersheriff or the Morrow County Emergency Manager.

- Participate in communications drills/exercises and/or training conducted by Morrow County Emergency Management.

RESPONSE

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

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and 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 the information disseminated is timely, clear, acknowledged, and understood by all receivers.
- Monitor the 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.

911 Communications Center

Communications Systems

- Provide dispatch and emergency communications support to the incident.
- Notify public officials of emergency warnings, information, or events.
- Dispatch response resources.
- Provide EAS access for Incident Commanders.
- Provide backup communications functions for Morrow County as required.
- Support tactical communications needs of emergency responders.

Alert and Warning

- Implement the warning process as emergency messages are received, including notifying other communication centers as necessary.
- Serve as the verification point for activation of the EAS by local Incident Commanders.

Emergency Management

Communication Systems

- Activate and implement alert, warning, and notification systems as required to effectively notify appropriate stakeholders, 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 agreements, forwarding unmet resource requests to the Oregon Emergency Communications Center, 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.

Alert and Warning

- Ensure that the necessary flow of information is occurring throughout the County, including activation of the EAS as appropriate.

Sheriff’s Office

- Activate Morrow County AuxComm and deploy the Morrow County Sheriff’s Office Mobile Command Center as needed.

Umatilla/Morrow Radio Data District

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

Fire Departments/Districts

Alert and Warning

- Initiate localized warning procedures in unincorporated areas and/or municipalities. In such cases, fire department/district personnel will use all available means to communicate warning messages to the public within their jurisdictions or, pursuant to agreements, adjacent and/or overlapping jurisdictions.

Support Agencies

Alert and Warning

- Provide assistance in the dissemination of warning information, particularly to special populations (i.e., seniors, handicapped, non-English-speaking, etc.).
- Education service districts can provide direct assistance in warning Morrow County School District Offices, who would then warn the schools within their districts.

AuxComm

Communications Services

- Provide operators to staff the EOC and/or the Sheriff’s Office Mobile Command Center.
- Provide Jump Team members capable of rapid response for the purpose of setting up portable antenna systems in the field.
- Provide mobile radio operators capable of field operations to establish a communications link between the EOC and emergency shelters, mass care coordination points, and other EOCs, as needed.

RECOVERY

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

All Tasked Agencies

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

Emergency Management

Communications Systems

- Compile and keep all documentation collected relating to the management of communication equipment and software.
- Phase-out unnecessary communications resources as necessary.
- Coordinate all after-action activities and implement corrective actions as appropriate.

Alert and Warning

- Ensure that the public is informed of the termination of warning conditions.
- Develop an After- Action Report and Improvement Plan to identify and remedy warning capability gaps.

MITIGATION

Mitigation activities take place **before and after** an emergency occurs and include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

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APPENDIX C - ESF 2 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 3 – Public Works

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ESF 3 Tasked Agencies	
Primary County Agencies	Morrow County Public Works Department
Supporting County Agencies	Morrow County Emergency Management Morrow County Planning Department Morrow County Tax Assessor
Community Partners	Local Municipalities Franchise/Private Haulers and Recyclers
Primary State Agency	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

The following activities are within the scope of ESF 3:

- Monitor, assess, restore, and repair hazard impacts to the County’s public works infrastructure (i.e., County facilities, sanitation systems, and 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 damaged segments of transportation infrastructure.
- Coordinate repair and restoration of damaged public systems (e.g., water, electrical, natural gas, sanitary sewage, stormwater 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.
- 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 the 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 investigated 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 on 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 top priority to support immediate life-saving emergency response activities.
- Damage assessment of the disaster area will be required to determine potential workload.
- 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 comprise any type of materials, 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 that 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**

- Identified lead agencies for emergency functions based on the agency’s coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 Morrow County Public Works Department is the agency responsible for infrastructure operations, and solid waste (debris) management. Supporting County Agencies and Community Partners can be called upon to help, with coordination assistance from the Emergency Management Organization (EMO). 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; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.

- The County Emergency Operations Center (EOC) will provide guidance for the coordination of public works resources.

Morrow County has identified numerous facilities that are essential to providing basic services to the community after an incident. Facility maps and diagrams are maintained by Public Works staff, and processes for accessing this information during an emergency are described in the County EOC procedures. Maintaining the physical and operational integrity of these facilities, and ensuring unrestricted access to them, will be a top priority for both the infrastructure operations and debris management functions when an incident occurs.

4.1.1 Infrastructure Operations

When Public Works services are needed in incident response, an Incident Command Post or Department Operations Center may be established at the County Shops. The Incident Command Post/Department Operations Center will coordinate closely with the EOC regarding the status of emergency response activities. Public Works will use local contractors to supplement its own emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

In addition to the critical facility considerations mentioned above, Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical bridges and roads. Public Works will also place emphasis on supporting law enforcement and fire rescue with evacuation and traffic control capabilities. Other operational priorities will be:

- Damage assessment.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, telecommunications).
- Prioritization of efforts to restore, repair, and mitigate city and county-owned infrastructure.

4.1.2 Debris Management

Disaster debris may include construction and demolition debris, vegetative matter, mixed waste, and other materials. In accordance with the established Debris Management Plan, Morrow County Public Works may establish an Incident Command Post and/or Department Operations Center to direct field operations, coordinating with the public works liaison in the EOC. Morrow County Public Works Department will rely upon County assets to clear public rights-of-way and to ensure access to other critical assets. Private property owners will be responsible for clearing their own properties. Where the private sector is called upon to supplement County capabilities, local waste collectors/haulers and recyclers will be used to the maximum extent possible (operators may obtain assistance from other collectors throughout the region). City, County, and

state government agencies will have cleanup responsibility for roads within their respective jurisdictions and for pre-establishing any disposal agreements with local haulers and recyclers.

In addition to debris removal and disposal, Morrow County Public Works will be responsible for working with the Public Information Officer (PIO) to inform the public of disposal procedures and locations and to encourage recycling.

4.2 EOC Activation

When a disaster occurs, the Morrow County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assumes 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 Department 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 the development of the Situation Report.
- 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 PIO to ensure consistent public messaging.
- Coordinate public works–related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of public works–related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs 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 18 – Military Support.** Provide public works support, including debris management, as resources allow.

5 ESF Annex Development and Maintenance

The Morrow 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.

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 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

- Morrow County Confidential Emergency Notification (Callout List)
- Morrow County Critical Facilities List
- Morrow County Public Works Resource List
- Debris Management Plan
- Mutual Aid/Resource Sharing Agreements

STATE

- 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

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 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 to save lives and 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 training 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 the County’s capability to support ESF 3 activities.
- Develop and maintain an Emergency Public Works Plan for the County that includes procedures for addressing the following:
 - Conducting pre-incident and post-incident assessments of public works and infrastructure.
 - 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.
 - Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
 - Training and providing damage plotting team members to the Emergency Operations Center (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.
- Identify local haulers and recyclers that are capable of handling disaster debris.
- In coordination with the franchised collectors and licensed disposal sites, determine the County’s disposal capacity for debris from a major windstorm, earthquake, or volcanic eruption.

- Work with the Emergency Management Organization (EMO) to develop written procedures for disaster debris disposal.

Emergency Management

- Maintain the operational capacity of the County EOC to support public works activities.
- Identify critical lifeline routes and bridges that would be priorities for the removal of debris.
- Coordinate with Morrow County Public Works to develop and maintain written procedures for the disposal of debris in the event of a major disaster.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC, including the tracking of public works resources.

Local Municipalities

Public works officials of incorporated cities will work with their local policymakers to perform mitigation/preparedness activities similar to those outlined above in conjunction with the city's Emergency Operations Plan (EOP). Public works officials of incorporated cities without their own EOPs should use the mitigation/preparedness direction outlined above and coordinate activities with the County Emergency Management Program

- Coordinate with the Morrow County EMO in identifying lifelines (e.g., highways, bridges) that are critical to their respective and overlapping jurisdictions.
- Establish pre-disaster agreements with local haulers as appropriate.

Franchise/Private Haulers and Recyclers

- Access capability to assist in the removal of debris in response to a major disaster.
- Work with the Morrow County Public Works Department, EMO, and other units of local government in defining expectations/capabilities.
- For more information see the Debris Management Plan.

RESPONSE

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

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 EOP.
- Immediately recall off-duty personnel.
- Provide heavy equipment and engineering resources.
- 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).

- If the County EOC is activated, deploy a Public Works liaison to serve as Resource Coordinator.
- Inspect bridges for structural damage, if warranted.
- Assist the Assessment and Tax Department with damage assessment in conjunction with other available engineering services.
- Make temporary repairs of arterial routes and bridges.
- Coordinate the restoration of County facilities, roads, and bridges.
- Furnish equipment and operators to assist fire and police in rescue operations.
- Assist police and fire in traffic control, rescue operations, and clearing and maintaining critical lifeline routes.
- Coordinate transportation resources for evacuations.
- Establish mobile repair stations in appropriate locations for repairing emergency response vehicles.
- Assist other departments in the transport of supplies and equipment.
- Assist other departments in the acquisition and deployment of private equipment resources.
- Advise the Board of Commissioners on Public Works' emergency/disaster response activities.
- Make recommendations regarding the priority of repairs.
- Notify site operators (licensed disposal sites and if necessary emergency disposal sites) of procedures for special debris.
- Confirm availability/capacity to recycle concrete, metal, brick, wood, and mixed waste garbage that has been separated.
- Inform the EMO where debris may be taken for disposal.
- Issue a news release via the Public Information Officer informing the public of disposal sites and that the property owner will be responsible for hauling their debris.
- Document personnel and other costs for possible reimbursement. Ensure that proper records are maintained as necessary for cost accounting.

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 Emergency Coordination Center.
- Establish a communications link with affected jurisdictions and volunteer agencies.
- Notify Public Works of the need to remove debris from specific sites that have been designated as priority lifeline routes/bridges or buildings, hospitals, fire, police, etc.
- Coordinate with Public Works, local haulers, and other County departments in clearing priority roads and facilities.
- Support Public Works operations.

Local Municipalities

- Conduct emergency operations to support public works activities within jurisdictional/geographic boundaries.
- Identify critical assets that require immediate debris removal and disposal.
- Once disposal sites have been determined, arrange to have a hauler remove debris, by type, to the appropriate disposal site.
- If assistance is needed with debris removal from priority areas, contact the Public Works Director and/or his/her designee at the County's EOC.

Franchise/Private Haulers and Recyclers

- Respond to Public Works inquiry as to current availability/capability to assist in the removal of debris from critical locations.
- Give priority to government requests for cleanup of roads, bridges, and buildings that have been designated as critical lifeline facilities.

RECOVERY

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

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.
- Coordinate demolition of unsafe County structures.
- Transition to normal operations as the situation permits.
- Develop an After-Action Report and Corrective Action Plan.

Emergency Management

- Compile and keep all documentation collected pertaining to ESF 3–related response activities.
- Coordinate all after-action activities and implement corrective actions as appropriate.
- Inform the public of disaster recovery activities.
- Monitor and support ongoing cleanup activities.
- Monitor and support restoration of normal government services and operations.

Local Municipalities

- Conduct damage assessment and recovery operations.
- Transition to normal operations as soon as possible.

MITIGATION

Mitigation activities take place **before and after** an emergency occurs and include 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.

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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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 4 – Firefighting

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ESF 4 Tasked Agencies	
Primary County Agencies	Gilliam/Morrow/Umatilla Fire Defense Board
Supporting County Agencies	Morrow County Emergency Management Morrow County Sheriff's Office
Community Partners	Fire Departments/Districts Mutual Aid Partners
Primary State Agency	Office of the State Fire Marshal Oregon Department of Forestry Oregon Department of Fish and Wildlife Bureau of Land Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 2 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

The following activities are within the scope of ESF 4:

- 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, 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. The following considerations should be considered when planning for and implementing ESF 4 activities:

- 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 all trained in the 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 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 that 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

- Identified lead agencies for emergency functions based on the agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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

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 Area 9 Fire Defense District Chief acting as Fire Services Coordinator to utilize resources and activate mutual aid support. In the event of an emergency situation requiring coordination among multiple fire control agencies and/or jurisdictions, the Emergency Manager may request that a liaison to the Fire Defense District Chief be assigned to the County Emergency Operations Center (EOC) and assume 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 Incident Commander. If forest land or wildland is impacted, ODF, the Bureau of Land Management, and/or the U.S. Forest Service will respond and a joint command system will be implemented via established procedures.

Two-way radio communications with neighboring fire departments will reflect those used for day-to-day operations. Telephone communications will be used as conditions permit for administrative purposes and for coordination and control if radio communications are limited or become unavailable.

Emergency public information focusing on fire prevention, control, and suppression will be released only with the prior review and approval following established emergency information clearance procedures implemented among the Command Staff at the County EOC.

Detailed information and procedures in support of this ESF can be found in individual department Standard Operating Guidance and the Oregon Fire Service Mobilization Plan. In addition, a detailed inventory of fire services equipment is maintained by mutual aid partners.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 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.
- Provide a primary entry point for situational information related to firefighting.
- Share situation status updates related to firefighting to assist in the development of the Situation Report.
- Participate in, and provide firefighting-specific reports for, EOC briefings.
- Assist in the 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 that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of firefighting-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs 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

The Morrow County Emergency Management Organization will be responsible for coordinating with the Gilliam/Morrow/Umatilla Fire Defense Board 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.

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 A - ESF 4 RESOURCES

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

LOCAL

- Community Wildfire Protection Plan
- Regional Mutual Aid/Resource Sharing Agreements
- Gilliam/Morrow/Umatilla Fire Defense Board Mutual Aid and Emergency Assistance Agreement

STATE

- Emergency Operations Plan
 - ESF 4 – Firefighting
- Oregon Fire Service Mobilization Plan. Office of the State Fire Marshal (2021)

FEDERAL

- National Response Framework
 - ESF 4 – Firefighting

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APPENDIX B - ESF 4 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 4 – Firefighting. 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 standard operating procedures that allow for them to effectively accomplish these tasks.

PREPAREDNESS

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

All Tasked Agencies

- Develop operational plans for ESF 4 activities.
- Participate in ESF 4–related training 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 at the scene.

Fire Defense Board

- Coordinate regular review and update of the ESF 4 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s 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.

Fire Departments/Districts

- 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 and include actions taken to save lives and prevent further property damage in an emergency situation. Response roles and responsibilities for ESF 4 include the following:

All Tasked Agencies

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

Fire Departments/Districts

- 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 on resource availability.

Emergency Management

- Compile operational information to create Situation Reports and foster a common operating 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 Emergency Coordination Center, 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. Mobilize the mobile communications center as needed or requested for.

Mutual Aid Partners

- Respond to calls for support under established agreements, including, 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 4 include the following:

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 include 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 the following:

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 4 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 5 – Information and Planning

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ESF 5 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management
Supporting County Agencies	All other County Departments
Community Partners	Local Municipalities
Primary State Agency	Oregon Office of Emergency Management

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

The following activities are within the scope of ESF 5:

- 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 (EMOs) to facilitate the flow of situational information.
- Collect and aggregate damage assessment data and track local declarations.
- Coordinate incident planning in the Emergency Operations Center (EOC), including the development of information products.

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards that may require information and planning support. The following issues should be considered when planning for and implementing ESF 5 activities:

- 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 accomplished using established procedures expedited for administrative assistance and logistics support during operations.
- Information and planning provide the methodologies and procedures that 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 and to identify urgent response requirements before, during, and immediately following a disaster or emergency event 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 communication 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 that ESF 5–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 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.

- Following the Basic Plan and this ESF Annex, Morrow 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 following established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will guide the coordination of information and planning resources.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 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 the development of the Situation Report.
- Participate in, and provide information and planning-specific reports for, EOC briefings.
- Assist in the 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 (PIO) to ensure consistent public messaging.
- Coordinate information and planning-related staffing to ensure the function can be staffed across operational periods.

The County's EMO consists of an EOC team and a Policy Group. The Policy Group, made up of the County (BOC) and selected officials, oversees the emergency management response to the

situation, providing policy guidance and direction, as needed, to meet the goals of effectively responding to a major emergency or disaster and assisting the citizens of Morrow County in recovering from its effects. The County's Department Directors are responsible for managing their departments' responses to the situation. In most cases, the directors will manage the responses from their departments or the County Courthouse and will coordinate with and assist the EOC and the Policy Group, as necessary. Department heads, under the direction of the BOC, are responsible for the continuation and/or restoration of services provided by the County government, in addition to ensuring an appropriate level of response by the County government to the emergency.

4.3.1 EOC Team

The EOC team is made up of the Emergency Manager, and resource coordinators/liaisons from key County departments and agencies involved in the emergency response activity. The team's response is organized and managed through the use of the Incident Command System (ICS). This group is responsible for the readiness, activation, and operation of the EOC during a major emergency or disaster.

The Emergency Manager, in collaboration with the BOC, is responsible for the activation of the EOC, as may be necessary or desirable. The EOC Team will direct and coordinate, from a single location, the County's response to requests for additional resources and measures to protect life and property for situations that are beyond the normal emergency response capabilities. The EOC team has the responsibility for coordination and liaison with city, county, state, and federal officials in dealing with an immediate response or recovery for a major emergency, including media relations and public information. The team establishes communications with the Policy Group, the County's emergency responders, and other units of local and state government; gathers data and information; determines immediate priorities; and identifies and coordinates resources for responding to a major emergency/disaster (see Appendix D, EOC Purpose and Team Objectives).

4.3.2 Policy Group

The Policy Group, composed of the County's BOC, County Administrator, Sheriff, County Counsel, and other key department heads/staff (as determined by the BOC, based on the type of emergency) and headed by the BOC Chairperson, oversees the emergency management response to a major emergency or disaster, providing policy guidance and direction and declaring a state of emergency, as necessary.

During the operation of the EOC, the BOC Chairperson may designate a member of the BOC to serve as a representative of the Policy Group at the EOC as a liaison with the EOC Team, when deemed desirable or necessary. This Policy Group Liaison will keep the Policy Group informed and call for a meeting of the group, as needed. In addition, this liaison position will be responsible for establishing and maintaining communications with elected officials at the local, state, and federal levels.

Any member of the BOC, the Sheriff, or the County Administrator has the authority to declare a state of emergency.

4.3.3 Emergency Operations Center Facilities

Morrow County has two pre-designated locations to serve as EOCs. Only the primary site is currently equipped with the emergency communications equipment necessary to gather and distribute information and coordinate response activities.

The primary site is located at the Bartholomew Building, 110 North Court Street, Heppner, Oregon, 97836. The current site of the EOC is the Upper Conference room. The backup site is at the Morrow County Government Building, 215 Northeast Main Avenue, Irrigon, Oregon, 97844. The County also has a Mobile Command Center, located at the Sheriff's Storage Building, off Riverside Avenue, Heppner, Oregon, 97836, which gives the option of using other sites as alternative EOCs.

4.4 Emergency Operations Staffing and Management

4.4.1 Emergency Manager

The County's Emergency Manager, under the direction of the County Board of Commissioners, is responsible for the readiness, activation, operation, and de-activation of the EOC and serves as the EOC Manager for the EOC Team in the implementation of the Emergency Operations Plan (EOP), using ICS to organize and manage the response to a major emergency/disaster. (See Appendix E – Morrow County EOC Structure [ICS Organization Chart].) The Emergency Manager ensures that the Policy Group is fully informed throughout the response and recovery phases of the incident and consulted regarding major policy issues, as appropriate.

The Emergency Manager is assisted by a core group of the EOC Team, made up of the representatives of departments and agencies that would be involved in most emergency management responses (law enforcement, public works, fire, American Red Cross, etc.). Personnel assigned to ICS Command and General Staff positions as members of the EOC Team, along with the Emergency Manager, form the management staff for the EOC.

4.4.2 Administrative Support

Basic administrative support for the EOC will be provided by the EOC Manager and supplemented by trained members and personnel from other departments/agencies and will work under the direction of the Emergency Manager. This basic support will include ensuring that the EOC has the necessary office supplies and equipment at all times, including available staff to serve as call takers and status board/message recorders.

4.4.3 Communications Support

Communications support will consist of maintaining the current system and an emergency backup system. The Emergency Manager will be responsible for maintaining the public safety radio system for the EOC. The Morrow County Amateur Radio Emergency Services group will be available to provide a backup system, utilizing amateur radio frequencies if needed. They will also serve as radio operators for the EOC radio room and the Sheriff's Office Command Trailer (also known as the Mobile EOC).

4.4.4 Technology Support

Information Services will provide personnel for setting up EOC computers, as well as network support during EOC operations. Maps, geographical information, and analysis will be made

available by InterMountain ESD and county geographic information system (GIS) staff to support EOC operations, or support will be provided so that staff can produce their support materials.

4.4.5 Security

Establishing security posts will be the responsibility of the EMD and will be assigned by the Sheriff's Office when requested.

4.4.6 American Red Cross

The American Red Cross will provide a representative to work with the Morrow County EOC in meeting local government requests for emergency sheltering and feeding for the public. Disaster assessment assistance may also be provided by the American Red Cross.

4.4.7 Liaison Assignments

Depending on the emergency, cities and/or utilities may assign a representative to work in the Morrow County EOC for liaison purposes. The person assigned this position would work with his or her functional coordinator counterpart; e.g., a Boardman Police Department representative would work with the EOC's Law Enforcement Coordinator in the Operations Section. The County will also assign liaisons to city EOCs, as needed. The larger the disaster, the more critical it will be to have appropriate liaison representatives to assist in coordination and communications.

4.5 EOC Activation/Deactivation

4.5.1 Initial Notification

The Emergency Manager, or designated members of the EOC Management Staff, may receive direct notification of an emergency or, if after hours, through the Morrow County Sheriff's Office 911 Communications Center. A determination is then made for the appropriate response to the warning message. The Emergency Manager or designee is responsible for providing a recommendation to the BOC Chair or designee for the activation of the EOC. In the event of a catastrophic disaster, the Emergency Manager has the authority to immediately activate the EOC. The level of activation may vary with the situation, e.g., the EOC Team may be put on "standby," indicating that the EOC may be opened at a later time, or it may be activated with limited staff as determined by the Emergency Manager until full staffing is needed.

4.5.2 Activation Guidelines

The following are general guidelines for determining the appropriate response to pending or actual emergencies. However, these guidelines may not meet every situation, and there may be instances of less magnitude or seriousness in which it is desirable to utilize the EOP or activate the EOC. For example, an earthquake of magnitude 5 or greater on the Richter scale may or may not cause widespread damage, but would nevertheless warrant the activation of the EOC to better coordinate the flow of information and damage assessment.

Level	Description	Response
1: Advisory	A situation is in progress or has occurred, that is beyond the level of the day-to-day emergency incident but is confined to a small area or population and does not appear to pose a continuing threat to life or property or to be beyond the capabilities of the responding agencies.	This is an “awareness” or information-only level of response and may or may not require monitoring for possible escalation. Further action or distribution of the information to other members of the EMO would not normally be required for most advisories.
2: Alert	A situation is in progress or has occurred, that is a special emergency incident involving a large area or population, poses a continuing threat to life or property, and may require protective actions or additional resources beyond the capabilities of the responding agencies.	The Emergency Manager or designee should evaluate the situation to determine the level of response (standby, utilize the EOP without EOC activation, or activate EOC on a limited basis). The Emergency Manager will then make a recommendation to the BOC Chairperson who, in turn, will inform the Policy Group of the level of response. The Emergency Manager will, as necessary, make the appropriate notifications.
3: Major Emergency	A situation is in progress or has occurred, involving a large area/population, that has caused significant human or economic loss and continues to pose an immediate threat requiring protective actions and additional resources.	All EOC staff are to contact/report to the EOC as soon as they become aware of a major emergency without waiting for a notification. The Emergency Manager will inform the BOC Chairperson of the activation of the EOC, who, in turn, will inform the Policy Group of the planned response. Members of the EOC management staff who have not reported to the EOC will be contacted to ensure that they are aware of the need to activate the EOC.

4.5.3 Deactivation Guidelines

Each situation will need to be evaluated to determine the need for the continued operation of the EOC after the emergency response phase of the incident has been completed. The decision

process should begin with the EOC Incident Command and management staff, considering the factors outlined below, and include a formulation of a recommendation for the Policy Group.

If city EOCs are continuing their emergency response operations, the County EOC should probably remain open, preferably with only minimal staffing, to coordinate activities between the state and local levels. Another option may be to assign an Emergency Management Coordinator to work as an on-site liaison at the city EOC. The need to remain open or to maintain a liaison should be closely monitored by the Emergency Manager.

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 the dissemination of information regarding disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the Emergency Manager and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal. If there is no longer a need to coordinate response activities or the flow of information from a city EOC to OEM, the EOC should be closed as soon as possible, with the County Emergency Manager assuming responsibility for coordinating follow-up recovery activities for the disaster during the normal workday.

The BOC Chairperson or the designated successor, as outlined in the Basic Plan section of the EOP, 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, the information needs to be disseminated to the same agencies that were notified when it was activated.

4.6 Access and Functional Needs Populations

Provision of information and planning-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs 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

The Morrow County EMO 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 5 Resources
- Appendix B – ESF 5 Actions by Phase of Emergency Management
- Appendix C – ESF 5 EOC Representative Basic Checklist
- Appendix D – Morrow County EOC Purpose and Team Objectives
- Appendix E – Morrow County EOC Structure (ICS Organization Chart)

- Appendix F – EOC Message Format
- Appendix G – EOC Set-up for Activation
- Appendix H – EOC Staffing Roster
- Appendix I – EOC Notification Checklist

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APPENDIX A - ESF 5 RESOURCES

The following resources provide additional information regarding ESF 5 and resource support-related issues at the local, state, and federal levels:

LOCAL

- Local Mutual Aid/Resource Sharing Agreements

STATE

- 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

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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 5 include the following:

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 training and exercises as appropriate.

Emergency Management

- Coordinate regular review and update of the ESF 5 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 5 activities.
- Establish and maintain systems for incident data management and information sharing.
- Maintain the operational capacity of the County EOC to supporting 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 5 include the following:

All Tasked Agencies

- Assess the 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 that 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 5 include the following:

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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

APPENDIX C - ESF 5 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

APPENDIX D - COUNTY EOC PURPOSE AND TEAM OBJECTIVES

Purpose

The purpose of the Morrow County EOC is to facilitate the use of the County's EOP in coordinating the community's response to a major emergency or disaster and is activated whenever it is determined to be desirable or necessary.

Emergency Operations Team Center Objectives

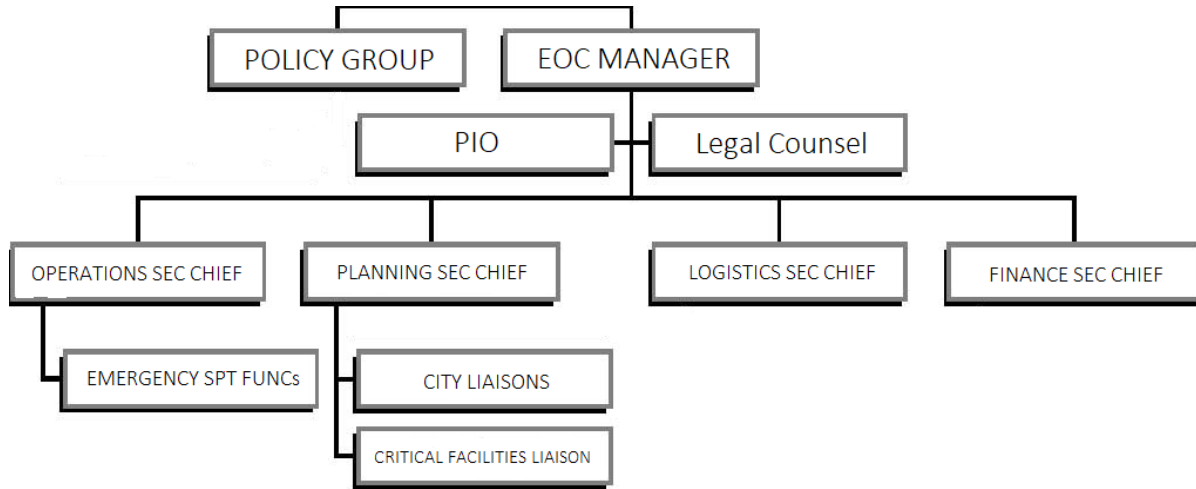
The focus of the EOC Team is to be on the communications and coordination functions in efforts to reduce the effects of major emergencies/disasters on life, property, and the environment. The EOC team will:

- Gather data and information regarding the results/continued threat of the incident to make situation reports, assess damages and determine losses:
 - Establish communications with cities, 9-1-1 centers, EAS (Radio/TV), American Red Cross, fire districts, state agencies, adjoining counties, schools, hospitals, and utilities.
 - Publicize emergency management's telephone number as soon as possible for citizens to report the damage.
 - Set up voice mail messages for emergency management to record damages.
 - Make site visits/overflights to obtain first-hand assessments.
- Provide timely reports on data and information collected:
 - Maintain communications/liason efforts with other governmental entities (cities, OEM/FEMA).
 - Ensure that the Morrow County Policy Group is kept fully informed.
 - Appoint a PIO to ensure timely news releases for the media/public.
- Communicate and coordinate with the County Department Directors, who will be responsible for directing the response to the emergency/disaster by County departments and for continuing/restoring critical governmental services:
 - Maintain an awareness of County response activities and the commitment of current resources.
 - Establish communications with field Incident Commanders/department heads and coordinate response activities, as appropriate.
- Coordinate evacuation and sheltering activities, as required by the incident.
 - Assist field Incident Commanders in determining evacuation requirements (area to be evacuated, evacuation routes, transportation needed, destination sites), as necessary.
 - Work with the American Red Cross liaison to ensure that needed sheltering and feeding are provided.
 - Coordinate the identification, prioritization, and allocation of additional resources as requested by County departments and other responding agencies.
 - Provide supplemental personnel, equipment, and/or material for emergency response, as resources allow.

- Utilize volunteers for support activities, as needed.
- Ensure that proper cost accounting occurs for emergency response activities by all local agencies and County departments (to qualify for state and/or federal funding assistance).
- Determine when County resources are exhausted and recommend that a state of emergency be declared and state and/or federal assistance requested.
 - Assist other units of local government in the emergency declaration process, as appropriate.
 - Ensure that specific information on the extent of damage, injuries/loss of life, and type of assistance needed is contained in the request to the Governor.

APPENDIX E - COUNTY EOC STRUCTURE (ICS ORGANIZATION CHART)

The following chart depicts EOC assignments.



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APPENDIX F - EOC MESSAGE FORMAT

Message#:		Taken By:	
Date:		Time:	
Originator:			
Department or Location:			
Phone # or Radio Call Sign:			
Message:			
Delivered-To:			
Priority:	Routine:	Time Logged:	
Actions Taken:			
Name:			
Department:			
Date:		Time:	

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APPENDIX G - EOC SETUP FOR ACTIVATION

To set up the EOC, when activated:

- Establish EOC security check-in/out.
- Put up “Sign-In Board” near the security checkpoint.
- Arrange according to the EOC floor plan.
- Place telephones on tables and connect to jacks; secure cords with duct tape. Verify phone numbers and operational capability of phones. Set up voice mailboxes.
- Information Services to install computers and printers.
- Verify that the copier is in working condition.
- Verify that fax is operational.
- Set up message boxes.
 - Message Coordinator (“IN” only)
 - Coordinators table (“OUT” only)
 - Recorder (“IN” and “OUT”)
- Place nameplates at each location
 - Check contents to ensure that all materials are present:
 1. Position Description
 2. Message Flow Chart
 3. Status of Resource Requests
 4. Message Forms
 5. Paper tablet and pencils
- Put additional supplies on tables (staplers, tape, sticky notes, etc.).
- Put EOC ICS organizational chart on the wall.
- Ensure that initial checklists and policy and procedure instructions are available for use as well as other resources, including:
 - Resource manual
 - Telephone books
 - County Government telephone books
 - County EOP
 - Copies of checklists for relief staff

Assist and support EOC staff in activating the EOC.

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APPENDIX H - EOC STAFFING ROSTER

Date: _____

Reason for Activation: _____

Position #	Position Title	Day Shift	Night Shift

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APPENDIX I - EOC NOTIFICATION CHECKLIST

Alert each of the following groups as appropriate or directed:

ALERTED:

TIME:

Emergency Manager	_____
County Administrator	_____
County Commissioners	_____
County Sheriff	_____
City Administrators/Mayors (as appropriate)	_____
City Police (as appropriate)	_____
Oregon State Police	_____
District Fire Chief	_____
Other Fire Services	_____
Information Services/GIS Director	_____
Public Works/Road Department Director	_____
City Road Department (as appropriate)	_____
Oregon Department of Transportation	_____
Oregon Emergency Management	_____
American Red Cross	_____
Salvation Army	_____
City Water Department (as appropriate)	_____
Gas Company	_____
Electric Company	_____
Telephone Company	_____
Ambulance _____	_____
Ambulance _____	_____
Medical Clinic _____	_____
Medical Clinic _____	_____
Hospital _____	_____
Other _____	_____
Other _____	_____

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ESF 6 – Mass Care

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ESF 6 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management Morrow County Public Health
Supporting County Agencies	Morrow County Sheriff's Office Morrow County Fair & Rodeo Morrow County Public Works Morrow County Veteran's Office The Loop – Public Transit
Community Partners	American Red Cross CAPECO Community Counseling Solutions Douglas Latintas International EVALCREE Fire Departments/Districts Local Food Pantries Local School Districts Morrow County Health District Oregon Child Development Coalition Oregon Rural Action Umatilla County Environmental Health United Farm Workers Foundation
Primary State Agency	Oregon Department of Human Services Oregon Office of Emergency Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 6 describes how the County will support the efforts of city and tribal governments, and non-governmental organizations, to address the mass care, emergency assistance, temporary housing, and human services needs of people impacted by disasters.

1.2 Scope

The following activities are within the scope of ESF 6:

- Mass care - Sheltering for the general population and populations with access and functional needs (medical sheltering is addressed in ESF 8 and animal sheltering is addressed in ESF 11)
- Collecting and providing information to family members regarding those affected by the disaster.
- Emergency assistance
- Family reunification

- Housing:
 - Providing short-term housing solutions for those affected by the disaster. This may include rental assistance, repairs, loans, construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance.
- Human services:
 - Disaster unemployment insurance
 - Disaster legal services
 - Veterans' 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 the response and recovery actions. The following issues should be considered when planning for and implementing ESF 6 activities:

- 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'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 Red Cross (national organization and local chapters) provides an array of "Mass Care Services" to emergency and disaster victims routinely under its own authority. Furthermore, the Red Cross is tasked as the primary agency responsible for federally supported Mass Care Services per the National Response Framework (ESF 6), despite being a nongovernmental organization.
- 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 conditions) 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 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 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 the 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.
- 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 that 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 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, Morrow County Emergency Management and Morrow County Public Health are responsible for coordinating mass care-related activities. Plans and procedures developed by the primary 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; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of mass care resources.

In the case of unmet needs, the Board of Commissioners will issue requests for state and/or federal assistance via the EOC to the Oregon Office of Emergency Management in Salem. Some emergencies will not entail mass care assistance but will still require a limited amount of emergency food and clothing. The Emergency Manager, volunteer organizations, and church groups will coordinate this assistance.

Initial preparedness efforts will begin with the identification of population groups requiring special assistance during an emergency (i.e., senior citizens, handicapped, those with companion or service animals). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be alerted; pre-positioned material resources (cots, blankets, food, etc.) will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, the needs of victims should be continually assessed and met as necessary via one or more Disaster Application Centers.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 information and planning–related activities.

4.3 EOC Operations

Mass care activities will be coordinated at the EOC by the Emergency Manager, Public Health Emergency Preparedness Coordinator, or a mass-care designee. Shelter/lodging facility managers will be responsible for operating their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and wireless telephone. If telephones cannot be used or are overloaded, law enforcement personnel or AuxComm personnel will provide radio assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

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 the development of the Situation Report.
- Participate in, and provide mass care–specific reports for, EOC briefings.
- Assist in the 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.
- Coordinate mass care-related staffing to ensure the function can be staffed across operational periods.

4.4 Shelters and Mass Care Facilities

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. It also includes the provision of feed, water, shelter, and medical care to evacuees’ companions and service animals. Non-governmental organizations such as the Red Cross may assist in registering evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees housed in shelters. The Oregon Department of Human Services Regional Office for Social Services can provide additional support for sheltering and mass care.

Protective shelters are life-preserving—they are designed to afford protection from the direct effects of hazard events (e.g., tornado safe rooms) and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting—they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school buildings will be a prime consideration for use as emergency mass care facilities; their use will be coordinated with school officials. Selected facilities will be located far enough from the hazard area to prevent the possibility of the threat extending to the mass care facility. Agreements for use of some facilities have been obtained by the Red Cross. The Emergency Manager will obtain permission from owners to use other facilities as required. When Red Cross facilities are opened, it will be the responsibility of the Red Cross to maintain all functions and staffing according to the organization's own policy.

Options for temporary shelter available to Morrow County during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies
- General-purpose tents available through the Oregon National Guard and requested by the County EOC to OEM
- If a Presidential Declaration has been made, temporary buildings or commercial space requested through the Federal Coordinating Officer

A designated member of the County EOC staff will serve as the Morrow County Shelter Coordinator. Services will be provided through the coordinated efforts of staff members; the American Red Cross; the Salvation Army; and other state-supported agencies, volunteer agencies, and mutual-aid agreements with the various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support backup communications if needed.

4.5 Emergency First Aid

The following agencies and entities can provide support for emergency first aid and referral to appropriate medical personnel and facilities:

- Fire Departments/Districts
- Morrow County Public Health
- Morrow County Sheriff's Office 911 Communications Center
- Oregon Veterinary Medical Association
- American Red Cross, Health Services Personnel

4.6 Disaster Welfare Information

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in the reunification of family members within the affected area. Morrow County Emergency Management will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing person lists.

4.7 Disaster Application/Assistance Centers

Upon a Presidential disaster declaration, Disaster Application/Assistance Centers may be established. In addition to numerous grant and assistance programs available through the Disaster Application Center, the Individual and Family Grant Program provides grants to meet

disaster-related necessary expenses or serious needs for which assistance for other means is either unavailable or inadequate.

The Red Cross will have agreements in place for use of specific shelters that can be activated by alerting the local chapter. The Red Cross maintains a current list of area shelters with signed agreements. This information will be available to the County EOC during an emergency. The Red Cross will assist in the registration of evacuees and, as applicable, will coordinate information with appropriate government agencies regarding evacuees who are housed in Red Cross-supported shelters.

4.8 Feeding

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and should include meeting the requirements of victims with special dietary needs, if possible.

The American Red Cross and Morrow County Public Health will be responsible for planning meals, coordinating mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies.

4.9 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 sites. The American Red Cross and Morrow County Public Health will coordinate all bulk distribution activities needed within the County's jurisdiction with the Logistics Section of the County EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

- Morrow County EMO
- American Red Cross
- Salvation Army
- Morrow County Public Health
- Private-sector partners

4.10 Housing

All housing needs identified during and following emergency incidents or disasters impacting the County will be coordinated through the 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.

The following agencies/organizations are available to help with the short- and long-term housing needs of victims:

- Morrow County EMO
- Oregon Emergency Management
- American Red Cross

4.11 Crisis Counseling and Mental Health

Community Counseling Solutions will coordinate mental health services to the general public. Specific concerns within the first responder community can also be addressed through the Morrow County Sheriff's Office which coordinates mental health and crisis counseling services for law enforcement staff.

Agencies/organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and special needs populations include:

- Community Counseling Solutions
- County and regional volunteer organizations
- Local nursing homes and care facilities
- Oregon Department of Human Services

See ESF 8 – Health and Medical for additional detail.

4.12 Access and Functional Needs Populations

Disaster victims and Special Needs groups may require assistance to meet their necessary expenses and needs (e.g. food, clothing, housing, medical, and financial). Local and state human service organizations will identify any special needs groups (elderly, handicapped, and non/limited-English speaking) and, in the event of a disaster, ensure that their needs are met.

Coordinating and identifying individuals with special needs within the impacted area is a critical element of emergency response and recovery operations for Morrow County. Special Needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non/limited-English-speaking), disease/medical conditions, service animals, and any other conditions or traits that could warrant special considerations under emergency circumstances.

Agencies and organizations involved in managing, transporting, and communicating with Special Needs populations during an emergency and pertaining to mass care include:

- Morrow County Emergency Management
- Morrow County Public Health
- Oregon Department of Human Services
- Private clinics and care facilities
- Red Cross and other volunteer agencies
- Morrow County school districts
- Local radio stations serving Morrow County and surrounding areas

4.13 Volunteer Services and Donated Goods

The Morrow County Emergency Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the County EOC with the support of the Red Cross, and other volunteer organizations. These activities will seek to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow Incident Command System/National Incident Management System standards. Information sharing and donated goods tracking/inventory systems available to this jurisdiction are summarized in ESF 7 – Resource Support.

4.14 Coordination with Other ESFs

The following ESFs support mass care-related activities:

- **ESF 8 – Health and Medical.** Coordinate health inspections of mass care facilities; coordinate sheltering of populations with medical needs.
- **ESF 11 – Agriculture, Animal, and Natural Resources.** Coordinate food and water to support mass care operations. Provide care and shelter for animals, including service animals, pets, and livestock.
- **ESF 13 – Law Enforcement.** Provide security for mass care facilities.
- **ESF 15 – Public Information.** Inform the public about mass care operations.
- **ESF 16 – Volunteers and Donations Management.** Coordinate volunteers and donated goods to support mass care operations.

5 ESF Annex Development and Maintenance

Morrow 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 6 Resources
- Appendix B – ESF 6 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 6 Representative Basic Checklist

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APPENDIX A - ESF 6 RESOURCES

The following resources provide additional information regarding ESF 6 and resource support-related issues at the local, state, and federal levels:

LOCAL

- American Red Cross
- Community Counseling Solutions

STATE

- Emergency Operations Plan
 - ESF 6 – Mass Care

FEDERAL

- National Response Framework
 - ESF 6 – Mass Care

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APPENDIX B - ESF 6 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

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 the 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 6 include the following:

All Tasked Agencies

- Develop operational plans for ESF 6 activities.
- Participate in ESF 6–related trainings and exercises as appropriate.

Emergency Management

- Coordinate regular review and update of the ESF 6 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 6 activities.
- Develop and maintain a Mass Care Plan for the County that includes procedures for addressing:
 - Mass care
 - Emergency assistance
 - Housing
 - Human services
- Coordinate pre-incident public health inspections of shelters and verify sanitary conditions as required.
- Coordinate with appropriate nongovernmental organizations in the development of the shelter and mass care program.
- Pre-plan sheltering agreements in coordination with appropriate nongovernmental organizations.
- Establish contacts within supporting non-governmental organizations.
- Identify and organize volunteer groups within the community and develop the necessary agreements.
- Coordinate with the appropriate nongovernmental organizations in identifying population groups requiring special assistance during an emergency (i.e., senior citizens, handicapped).
- Coordinate with the appropriate nongovernmental organizations in identifying sources and distribution mechanisms for food and clothing if available.
- 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, including resources utilized to support Mass Care operations.

- Coordinate with the non-governmental organizations as appropriate in the development of the shelter and mass care program.
- Pre-plan sheltering agreements in coordination with the appropriate nongovernmental organizations.
- Establish contacts within supporting non-governmental organizations.
- Identify and organize volunteer groups within the community, and develop the necessary agreements.
- Coordinate with the appropriate non-governmental organizations in identifying population groups requiring special assistance during an emergency (i.e., senior citizens, handicapped).
- Coordinate with the appropriate non-governmental organizations in identifying sources and distribution mechanisms for food and clothing.
- Coordinate transportation needs for special population groups and emergency goods and services through area schools, churches, and other organizations possessing transportation assets.

American Red Cross

- Recruit, train, and maintain a volunteer staff with the capacity to operate shelters if needed.
- Enter into agreements with locations suitable to serve as emergency shelters in accordance with established guidelines.
- Pre-plan sheltering support in coordination with Emergency Management.
- Support Emergency Management in identifying population groups requiring special assistance during an emergency (i.e., senior citizens, handicapped).
- Support Emergency Management in identifying sources and distribution mechanisms for food and clothing.

Environmental Health

- Inspect mass care sites for the safety of food, water, and other environmental factors.

Fire Departments/Districts

- Train shelter personnel in fire safety and suppression.
- Inspect and approve shelters and mass care sites for structural and fire safety.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 6 include the following:

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.

Emergency Management

- Notify the appropriate nongovernmental organizations of a need for shelters, estimated persons affected, and evacuation routes.

- Provide oversight and resource support for shelter operations.
- Coordinate emergency shelter operations to provide for the temporary housing needs of citizens displaced by emergencies/disasters.
- Notify the American Red Cross of the need for shelters, estimated persons affected, and evacuation routes.
- Maintain communication between shelter facilities and the EOC.

American Red Cross

- Coordinate the emergency shelter operations to provide for the temporary housing needs of citizens displaced by emergencies/disasters.
- Support shelter and mass care operations.
- Provide emergency food, clothing, and other necessities.
- Help toward temporary home repairs.
- Provide information for victims needing additional services.
- Maintain records of all expenses incurred in the course of mass care activities.

Community Counseling Solutions

- Coordinate crisis counseling for disaster victims/workers.
- Assist Morrow County Emergency Management in the registration of evacuees.

Public Health

- Assess current and projected health care needs for the county in coordination with local, state, tribal, and federal partners.
- Coordinate with other partners the distribution of and access to health care for members of the community.

Public Works Department

- Provide and coordinate public information regarding alternate routes and road closures.

Sheriff's Office and City Police Departments

- Provide security and law enforcement at shelters and mass care facilities where possible.

The Loop

- Assist evacuees with transportation to shelters.

Fire Departments/Districts

- Inspect and approve shelters for structural and fire safety.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 6 include the following:

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.
- Coordinate with state and federal officials regarding the location of the Disaster Application Center.
- Staff Disaster Assistance/Application Centers as required.

American Red Cross

- Assess continued humanitarian needs of victims.
- Inform the public of extended care location/availability.

MITIGATION

Mitigation activities take place **before and after** an emergency occurs and include 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 the following:

All Tasked Agencies

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

APPENDIX C - 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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 timelier the information held by the Logistics Section, the more efficiently it will support the request.

ESF 7 – Resource Support

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ESF 7 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management
Supporting County Agencies	Board of Commissioners (BOC) Morrow County Department Heads Morrow County Finance Department Morrow County Sheriff's Office
Community Partners	American Red Cross Fire Departments/Districts Local Municipalities Morrow County Volunteer Organizations
Primary State Agency	Office of the State Fire Marshal Office of the State Fire Marshal Regional Hazardous Materials Response Team 10 Oregon Department of Administrative Services Oregon Department of Forestry Oregon Department of Agriculture Oregon Department of Human Services Oregon Department of Transportation Oregon Emergency Management Oregon Military Department Oregon State Police

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 7 describes how the County will provide logistic 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

The following activities are within the scope of ESF 7:

- 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 logistic 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, including 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. The following issues should be considered when planning for and implementing ESF 7 activities:

- Upon request, ESF 7 provides the resource support needed to maintain the response capacity of the County and local response partners.
- 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 memoranda of understanding, memoranda 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 communication 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 are highly situational and require 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 that 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**
 - Identified lead agencies for emergency functions based on the agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 resource support–related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The Resource Management function is an element of the incident management structure within the Emergency Operations Center (EOC). During emergencies, each department head will manage his or her resources internally (including those available through existing mutual aid agreements), in coordination with the County EOC. Voluntary controls over the use of scarce resources are to be used whenever possible. In most emergency response situations, however, overall resource allocation priorities will be established by the EOC based on the guidance in this annex and the policy direction of the BOC in its role as the Policy Group. The Logistics Section Chief has the authority to activate additional facilities and personnel as deemed appropriate and necessary by the situation. The Logistics Section reviews local, regional, and other resource requests. Local resources are allocated and used before requesting additional resources from regional, state, and national sources. Coordination efforts can expand into a Joint Operations Center and can further expand into the NIMS if the situation warrants it.

In cases where a decision must be made to apply resources to one situation while another problem goes unattended, the preservation of human life shall take priority over the protection of property. In addition to public safety response capabilities, essential resources in a major emergency will include food, water, and petroleum products. The preservation/restoration of electrical power, critical routes, and bridges, and critical facilities will also be priorities.

If additional equipment, personnel, and material are required for a major emergency/disaster, those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are to be coordinated through the EOC Finance Section. Emergency purchasing procedures will be established and records maintained of expenditures for goods, services, and personnel. In extreme circumstances where the County BOC has declared a state of emergency, the Chairperson, under the authority of Oregon Revised Statute 401, has ultimate responsibility for the resolution of conflicts regarding the application of limited resources.

Requests for resources that cannot be filled locally will be forwarded by the Morrow County EOC Logistics Section to the OEM EOC.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 information and planning-related activities.

4.3 EOC Operations

The Morrow County BOC serves as the overall authority for resource management, with operational responsibility delegated to the Emergency Manager. Department heads and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their workforces and keeping the BOC informed of resource requirements, and coordinating emergency resource requests via the EOC. To the extent practical, potential resource shortages will be projected, identified, and made known to the EOC Operations and Logistics Section Chiefs.

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 the development of the Situation Report.
- Participate in, and provide resource support-specific reports for, EOC briefings.
- Assist in the 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 Confidential Resource Directory

Morrow County Emergency Management will maintain an annually updated Confidential Resource Directory. The list includes heavy-duty and specialty equipment. To date, no electronic resource tracking systems have been implemented for the County.

When requests are of high priority for the jurisdiction, an expedited procurement or hiring process may be in order. Procurement involves contacting suppliers, negotiating terms (in coordination with the Morrow County BOC and Legal Counsel, if necessary), and making transportation arrangements. Each department head maintains qualifications for particular types of positions, and the Policy Board can assist with hiring additional staff to support any facet of emergency operations, if necessary. The designated financial officer will update section chiefs

and other Command Staff regarding their authorized budgets while also logging and processing transactions, tracking accounts, and securing access to more funding as necessary and feasible. The Policy Board will provide aid and guidance regarding legal obligations and any special considerations granted by law to expedite requests and other tasks.

4.5 Resource Typing

Morrow County utilizes resource typing as a method for standardizing nomenclature when requesting equipment and managing resources during an incident. NIMS approves this method for characterizing assets and providing mutual aid to partners during an emergency.

Within many of Morrow County's identified resource types are divisions for size, power, or quantity. Where appropriate, these are described as Type I, Type II, Type III, and so on. When used properly, the County's resource typing list can increase the usefulness of the tools requested in an emergency and may reduce costs by eliminating orders for equipment inaccurate or inappropriate for the situation. Response personnel and support staff should practice using the resource typing list and become familiar with the standard terminology for commonly requested resources.

4.6 Access and Functional Needs Populations

Provision of resource support-related activities will consider 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 policymakers and according to state and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs support mass care-related activities:

- **ESF 11 – Agriculture, Animal, and Natural Resources.** Coordinate food and water to support mass care operations.
- **ESF 16 – Volunteers and Donations Management.** Coordinate volunteers and donated goods to support mass care operations.
- **All ESFs** – All functions will make resource requests through ESF 7 via the EOC.

5 ESF Annex Development and Maintenance

Morrow 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 7 Resources
- Appendix B – ESF 7 Responsibilities by Phase of Emergency Management
- Appendix C – ESF 7 Representative Basic Checklist

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APPENDIX A - ESF 7 RESOURCES

The following resources provide additional information regarding ESF 7 and resource support-related issues at the local, state, and federal levels:

LOCAL

- None at this time.

STATE

- 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

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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 7 include the following:

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 the County’s capability to support ESF7 activities.
- Develop and maintain a Resource Support Plan for the County that includes procedures for addressing:
 - Resource requesting
 - Resource staging
 - Resource tracking
 - Resource demobilization
- 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.

Individual Department Heads

- Develop and maintain appropriate resource lists of personnel, equipment, and supplies as related to departmental activities and specific emergencies.
- Identify potential resource providers by major category (i.e., heavy equipment, hardware, transportation, fuel, food, and staffing).
- Identify resource needs for special or critical facilities and submit lists to General Services, as necessary, so that contracts can be in place.
- Develop procedures for the movement of equipment and critical supplies for various emergency situations.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 7 include the following:

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 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.
- Decide the need for additional external resources and the implementation of a critical resource logistics and distribution plan.
- Provide logistical support for the operation of the EOC and requests from the EOC Manager.
- Request support for resource support–related activities through the State Emergency Coordination Center.

EOC Manager

- Ensure that resource surveys are conducted and maintained.
- Ensure that priorities for resource allocation are based on the guidance of this annex and the policy direction of the Policy Group.
- Resolve resource allocation priority issues in conjunction with the Policy Group as necessary.
- Institute resource controls as appropriate.

EOC Finance Section Chief

- Coordinate departmental requests for additional resources through contracts, as necessary.
- Develop agreements with outside sources for use of resources if contracts are not already prepared.
- Screen resource offers for compliance with contracting requirements.
- Establish emergency purchasing procedures, as needed.
- Assist departments in maintaining records of emergency acquisitions of goods, services, and personnel.

Individual Department Heads

- Designate an EOC Logistics Coordinator and a backup to work at the EOC if a department has a major function to perform in an emergency or disaster (e.g., Law Enforcement, Public Works, Health, etc.)
- Coordinate emergency utilization of resources.

- Ensure that records of emergency expenditures are prepared during the response phase and submitted to the EOC Finance Section Chief.

EOC Incident Logistics Coordinator

- Monitor the commitment of resources for their functional areas (i.e., public works, law enforcement, fire, etc.)
- Identify additional resources to meet requests, using priorities based on guidance in this document and or/policy direction from the Policy Group, and allocating resources accordingly.
- Coordinating staging of resources with EOC Manager(s) as necessary.

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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 7 include the following:

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 include 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 the following:

All Tasked Agencies

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

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APPENDIX C - ESF 7 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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 timelier the information held by the Logistics Section, the more efficiently it will support the request.

ESF 8 – Health and Medical

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ESF 8 Tasked Agencies	
Primary County Agencies	Morrow County Public Health
Supporting County Agencies	Morrow County Emergency Management
Community Partners	Columbia River Health Community Counseling Solutions Emergency Medical Services Hospitals and Clinics Medical Examiner Morrow County Health District Morrow County Local Emergency Planning Committee North Morrow Vector Control District
Primary State Agency	Oregon Health Authority

1 Introduction

Emergency Support Function (ESF) 8 describes how the County will work to protect and promote the health of its residents during a time of emergency.

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 developing potential health and medical situation. It should be noted, however, that the intent of this plan is not to constrain Morrow County Public Health 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

The following activities are within the scope of ESF 8:

- Support local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.
- Coordinate and support the 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.
- 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 the need for, and coordinate resources to support, fatality management services.

- Monitor the 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 Assumptions

2.1 Situation

The County is faced with a number of hazards that may require health and medical support. The following issues should be considered when planning for and implementing ESF 8 activities:

- 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.
- Disease control is a primary concern of public health officials. 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. The 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.
- Epidemiological investigations may be necessary 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.
- The 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 that survive emergency situations with little or no damage may be unable to operate normally because of a lack of utilities or because the staff is 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.
- 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, or buying power. The Governor or Oregon Public Health Division 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 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 that 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**

- Identified lead agencies for emergency functions based on the agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 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, Morrow County Public Health 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 needs will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of health and medical resources.

4.2 EOC Activation

The Health Department Administrator and/or County Health Officer (or designee) represents the public health and medical services function of the command structure at the County EOC. Response activities may be coordinated directly from the EOC or in conjunction with an Agency Operations Center (AOC) established at the health department and possibly a Medical Operations Center established at an area hospital. Emergency health and medical support of business and industry will be requested through the Health Department Administrator and/ or County Health Officer. The local health department will assist with countywide coordination and direction of all medical and health-related services throughout the duration of an emergency. In

the event of an incident involving hazardous materials, local public health and local emergency management, along with regional hazardous materials teams, will coordinate with other state agencies for the removal of contaminated materials. Local hospital emergency departments, EMS, and fire/rescue decontamination procedures will be followed.

Upon receipt of official notification of an actual or potential emergency condition, the Health Department Administrator or Health Officer is responsible for receiving and evaluating all requests for health and medical assistance and for disseminating such notification to all appropriate health, medical, and mortuary services. A Medical Operations Center could function as a branch of the County EOC when the emergency involves significant medical and/or public health functions. The County EOC will maintain designated health and medical liaison who will serve to coordinate ESF 8 and other related activities and resources among the County EOC, AOC, Medical Operations Center, and Joint Information Center (JIC) (if applicable).

If a Medical Operations Center is established and equipped, training and exercises will be essential for all staff (primary, alternate, and supporting), and communications exercises will be critical to ensure interoperability between the County EOC, public health AOC, and Medical Operations Center. Currently, this Medical Operations Center concept is not included in procedures or plans supporting this Emergency Operations Plan (EOP). Any procedures established to support the County EOP and ESF Annexes should be incorporated or referenced in the appropriate sections of this plan.

4.3 EOC Operations

When search and rescue–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 the development of the Situation Report.
- Participate in, and provide search and rescue-specific reports for, EOC briefings.
- Assist in the 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 ESF 15 – Public Information, to ensure consistent public messaging.
- Coordinate health and medical staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of public health and medical-related activities will consider 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 policymakers and according to state and federal regulations and guidance.

4.5 Laboratory Services

Morrow County does not have local laboratory capability to support the analysis of biological or chemical substances. However, hospitals and private labs have capabilities for other routine

laboratory analyses. The County will request assistance from the Oregon Health Authority and Oregon State Public Health Laboratory for incidents involving unusual or unknown substances. The Morrow County Sheriff's Office, with support from the appropriate state agency, supports the collection and transportation of samples during criminal investigations. Maintaining and protecting a chain of evidence is critical throughout the duration of emergency response and recovery operations. Currently, procedures for providing secure transport of biological samples when dealing with a potential criminal investigation have not been developed or implemented for Morrow County.

4.6 Crisis Counseling

Community Counseling Solutions is the primary agency responsible for the overall coordination of mental health and crisis counseling resources and services. Additional services can be allocated through the Morrow County Emergency Management Organization and may include the American Red Cross, or other non-governmental organizations.

4.7 Mass Prophylaxis and Point of Dispensing Sites

A County-specific SNS plan has been drafted by the Morrow County Health Department. The plan provides a general outline for ordering and receiving SNS assets, the authorities involved and setting up a point of dispensing site.

The following definitions for the first responder, essential staff, and support staff will be used in Morrow County:

- First Responder – Local police, fire, and emergency medical personnel who first arrive on the scene of an incident or are the immediate providers of health care or security to potentially exposed individuals.
- Essential Staff – Public Health Department staff.
- Support Staff – Persons performing other vital services (e.g., public works, clinic, and hospital employees, and others).

4.8 Animal Health and Vector Control

Existing procedures established for Morrow County Environmental Health, Morrow County Farm Bureau, State Veterinary Services, and Morrow County Extension Service will continue to be used during an emergency situation impacting this jurisdiction. Local capabilities to support this facet of ESF 8 are very limited, and additional assistance and resources will be requested from the Oregon Office of Emergency Management by Morrow County Emergency Management via the Oregon Emergency Response System.

Formal plans and procedures for animal health and vector control have not been established for Morrow County. However, the Oregon Animal Disease Emergency Management Plan has identified key regional and state roles and responsibilities that will most likely be implemented to support local response activities for Morrow County.

4.9 Mortuary Services

Morgue capacity for Morrow County is very limited. The Morrow County Medical Examiner has primary responsibility for managing and coordinating mortuary services during an emergency. In most instances, assistance would be requested from Umatilla County, state, and federal agencies.

4.10 Emergency Medical Facilities and Mass Care

Grande Rhonde Hospital (La Grande) is our regional hospital for Region 9. Hospital surge will be in coordination with all the facilities in the region and then communicated with all the regional hospitals across the state.

The Hospital Capacity (HOSCAP) website is an electronic tracking system for the status of medical resources (medications, supplies, staff, and ambulances) and bed capacity among local and regional hospitals/care facilities. The system is available to Morrow County and would be used during an emergency incident to support ESF 8 and coordinated through the County EOC.

Morrow County does not maintain a roster of active and formerly active healthcare/medical personnel available to support emergency response activities. However, information regarding active and formerly active healthcare/medical personnel who are available to support emergency response activities is available through the state's SERV-OR.

4.11 Coordination with Other ESFs

The following ESFs support mass care-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 care for disaster victims exposed to hazardous materials.
- **ESF 11 – Agriculture, Animal, and Natural Resources.** Coordinate food and water to support mass care operations.

5 ESF Annex Development and Maintenance

Morrow County Public Health will be responsible for coordinating the 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 year's exercises or emergencies or as needed to reflect changes to federal, state, or local guidelines, plans, laws, or regulations.

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 – Morrow County Public Health Planning Roles and Responsibilities Matrix
- Appendix E – Oregon Statewide Pharmacy – Local Public Health Authority Memorandum of Understanding

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APPENDIX A - ESF 8 RESOURCES

The following resources provide additional information regarding ESF 8 and resource support-related issues at the local, state, and federal levels:

LOCAL

- None at this time.

STATE

- 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
- Homeland Security Presidential Policy Directive No. 21
- The National Health Security Strategy
- Centers for Disease Control
 - CDC Public Health Capabilities
 - CDC Healthcare Capabilities
- Health and Human Services Assistant Secretary for Preparedness and Response Hospital Preparedness Program
 - Tier 2 Healthcare Coalition Guide

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APPENDIX B - ESF 8 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 7 include the following:

All Tasked Agencies

- Develop operational plans for ESF 8 activities.
- Participate in ESF 8–related training and exercises as appropriate.
- Work with local, regional, and state agencies to align planning efforts (e.g., identifying duplicate vendor agreements, Mutual Aid Agreements, point of dispensing planning, etc.).

Public Health

- Coordinate regular review and update of the ESF 8 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 8 activities.
- Maintain local/regional public health capacity before, during, and after a disaster.
- Develop and maintain emergency public health plans and other tools for the County that include procedures for addressing:
 - Epidemiological surveillance
 - Medical countermeasures
 - Medical materials and asset management
 - Laboratory testing
 - Environmental health

Emergency Medical Services

- Develop and maintain emergency plans and other tools that include procedures for addressing pre-hospital EMS activities, including:
 - Mass casualty incident response
 - Patient decontamination

Emergency Management

- Maintain the 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 include procedures for:
 - Mass fatality incident response

Hospitals and Clinics

- Develop and maintain emergency plans and other tools that include 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 8 include the following:

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.

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, which in turn requests emergency vaccine from the CDC and/or local pharmacies through current Memoranda of Understanding.
- Coordinate use of volunteer and paid temporary staff during an emergency.
- Coordinate medical and public health-related resources in support of:
 - Public guardian and conservator services for incapacitated individuals.
 - Medical laboratory services.
 - Coordination of emergency counseling and mental health services with Community Counseling Solutions (Mental Health).
 - Medical personnel, clinic staff, and facility support.
 - Health and medical public information and rumor control.
 - Community nursing.

- Health education and outreach.
- Medical and dental health clinic services.
- Collection, identification, storage, and dispatch of deceased victims.
- Coordinate information, incident status, and resource requests among private medical facilities, businesses, and industry for EMS, laboratory, and sanitation services required in support of Countywide emergency operations.
- Maintain a file of all written, typed, or verbal reports, decisions, policies, and directions as a legal record of emergency operations.
- With support from the first responder community, gather information concerning injuries and fatalities resulting from disaster occurrences and share this information with the County EOC as soon as it is available.

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 Emergency Coordination Center 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.
- Track the use of public health and medical resources through the EOC Finance Section.
- Work with the Public Information Officer and/or other ESF 15 representatives to craft public messaging.

Medical Examiner

- Establish procedures for handling mass casualties and burials.
- Coordinate morgue services, body identification, and disposal of unclaimed bodies.
- Provide emergency information regarding mass casualties, body identification, and morgue operations for release through the County EOC.
- Determine the number of deaths and need for emergency body identification, mass morgue services, and burial operations.
- Establish contact with funeral homes for mass fatality transportation and facility support.
- Set up temporary morgue services.
- Provide security for the possessions of the deceased.
- Coordinate body identification and provide for notification of next of kin.
- Coordinate burial of unclaimed bodies.

Environmental Health

- Evaluate the damage to water treatment facilities.

Hospitals and Clinics

- Implement internal emergency preparedness measures, including medical surge and disaster patient management protocols.
- Provide bed status updates frequently in HAvBED (HOSCAP).

- Prepare and deliver initial damage assessment reports to the Health Department Administrator/County Health Officer, who will then forward reports directly to the County EOC for evaluation and action.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 8 include the following:

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 include 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 the following:

All Tasked Agencies

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

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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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 timelier the information held by the Logistics Section, the more efficiently it will support the request.

APPENDIX D – MORROW COUNTY PUBLIC HEALTH RESPONSE PLANNING ROLES AND RESPONSIBILITIES MATRIX

Function	Detection & Diagnosis				Incident Management				Prevention & Control					Fatality Mgmt			Envr Protection			
	Ongoing Surveillance	Unusual Event Reporting	Lab Diagnostics & Testing	Case Investigation	Command & Control - Law	Command & Control - Health	Public Information	EOC Activation	Health Investigation	Criminal Investigation	Patient Medical Care	Prophylaxis	Quarantine	Mental Health	Investigation & ID	Notification	Disposition	Sampling & Testing	Vector Control	Remediation
Emergency Mgmt					S	S	S	P	S		S	S	S				S		S	S
EMS	S			S			S		S	S	S									
Environmental																				
<i>Environmental Health</i>	S	S		S			S		S			S						P	P	P
<i>Veterinary</i>	S	S	S	S			S		S		S	S				S		S	S	
Fire					S	S	S		S	S						S		P		S
Hospitals	S	S	P	S		S	S		S		P	S		S	S				S	
Medical Examiners	S			S		S	S		S	S				P	P	P				
Law Enforcement				S	P	S	S		S	P			P		S	S	S			S
Public Information							P				S	S							S	S
Public Health																				
<i>Local Public Health</i>	P	P	S	P	S	P	S		P	S	S	P	P	S	S		S	S	S	S
<i>State Public Health</i>	S	S	S	S		S	S		S	S	S	S	S	S	S		S	S	S	S
<i>Poison Control</i>	S	S		S			S		S									S		S
<i>Community Counseling Solutions</i>							S			S	S	S	P		S					
Public Health Labs	S	S	P				S		S									S	S	S

P – Primary responsibility

S – Support or secondary responsibility

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APPENDIX E – OREGON STATEWIDE PHARMACY – LOCAL PUBLIC HEALTH AUTHORITY MEMORANDUM OF UNDERSTANDING

ARTICLE I

PURPOSE

The purpose of this memorandum of understanding (MOU) is to utilize existing Pharmacy infrastructure to help address health and medical needs of an affected population during a Public Health Incident, Emergency or Disaster (“Incident”), using coordinated and standardized protocols statewide. The Conference of Local Health Officials (CLHO), Oregon State Pharmacy Association (OSPA), Oregon Society of Health System Pharmacists (OSHP), Oregon Board of Pharmacy (BoP), and Oregon Public Health Division (OPHD) support the development of this MOU.

ARTICLE II

DEFINITIONS

- (1) “Administer” has the meaning given that term in Oregon Revised Statute (ORS) 689.005.
- (2) “Dispense” has the meaning given that term in ORS 689.005.
- (3) “Drug” in this division of rules, the term “drug” means a drug or vaccine or medical device, or any combination of these terms.
- (4) “Emergency” has the meaning given that term in ORS 401.025.
- (5) “Local Public Health Authority (LPHA)” has the meaning given that term in ORS 431.003(7).
- (6) “Operational Guidance” is a document containing templates and procedures for MOU implementation, as well as screening forms, tracking requirements, and treatment protocol templates developed pursuant to this MOU.
- (7) “Oregon Public Health Division” (OPHD) means that division of the Oregon Health Authority that is responsible for planning for and responding to a public health emergency.
- (8) “Pacific Northwest Emergency Management Arrangement” (PNEMA) means the compact, ratified in Chapter 25 Oregon Laws 2008, between the states of Alaska, Idaho, Oregon and Washington, the Province of British Columbia, and the Yukon Territory, to provide mutual assistance in an emergency or public health emergency.
- (9) “Pharmacy” means a signatory to this MOU who meets the definition of a pharmacy as defined in ORS 689.005.

(10) “Public Health Incident, Emergency, or Disaster (“Incident”): Any occurrence, or threat thereof, whether natural or caused by man, in war or in peace, to which an LPHA may respond pursuant to its authority under ORS 431.262, or other applicable law, and that, in the judgment of the LPHA, results or may result in circumstances sufficient to exceed the day-to-day operational capabilities of immediate local or regional public health response.

(11) “Strategic National Stockpile” (SNS) means the US Government stockpile of antiviral drugs and other drugs and medical supplies that can be made available to a state in an emergency.

ARTICLE III **PARTICIPATION**

The Pharmacies have a desire to assist the LPHAs in addressing health and medical needs of an affected population during an Incident. The LPHAs and Pharmacies agree that this MOU does not create a legal duty to do so. The LPHAs and Pharmacies agree that any and all actions taken pursuant to this MOU shall be voluntary and in each LPHA’s and Pharmacy’s sole discretion.

ARTICLE IV **HOW TO INVOKE ASSISTANCE**

An LPHA may request assistance of a Pharmacy by contacting the Pharmacy directly or by contacting the BoP. If desired, signatory pharmacies can share with LPHAs contact information for preferred recipients within their organizations of requests for assistance under this MOU. Requests may be verbal or in writing. If verbal, the request shall be confirmed in writing as soon as possible to the extent practical. The process is outlined in greater detail in the Operational Guidance.

ARTICLE V **EFFECT OF DECLARATION OF EMERGENCY**

The LPHAs and Pharmacies recognize that state or federal declarations of emergency, or orders related thereto, may supersede the arrangements made or actions taken pursuant to this MOU. Nothing in this MOU should be construed as independent of or bypassing established emergency management procedures, the provisions of county or state declarations of emergencies, or any conditions for the distribution and dispensing of the Strategic National Stockpile (SNS) or administration of vaccines established by the federal or state governments. In a state of declared emergency certain rules of the BoP, contained in OAR Chapter 855 Division 007, will be activated. These rules would broaden the options available to Pharmacies and LPHAs in response to an incident. In a declared emergency, pharmacists and other healthcare volunteers who are enrolled in the state’s SERV-OR health volunteer registry are considered agents of the state under ORS 401.651-401.670 for activities within the scope of assigned responsibilities

related to the response, and will be afforded workers' compensation and liability coverage. Notwithstanding these effects, the activities under this MOU are not limited to situations in which an emergency has been declared.

ARTICLE VI RESPONSIBILITIES OF LOCAL PUBLIC HEALTH AUTHORITY

LPHA responsibilities:

- a. Coordinate with OPHD, BoP and/or signatory Pharmacies to ensure statewide consistency with screening forms, tracking, training and other Pharmacy requirements if applicable.
- b. Provide planning, training and technical assistance to Pharmacy, including but not limited to, supply lists, fact sheets, dispensing algorithms, and applicable requirements.
- c. Provide statewide consistent medical screening forms to Pharmacy as guidance for implementing dispensing operations.
- d. Provide a clear description of the mission LPHA is requesting Pharmacy to undertake, including specific information about the population to be immunized or given prophylaxis, specific statewide protocol (standing order) templates to be used, and specific displaced or sheltered populations whose pharmaceutical needs must be met, as well as the vaccine or medication to be used, dosage, route of administration, and follow-up procedures.
- e. Activate community-wide mass vaccination and dispensing plans as necessary.
- f. Notify OPHD of the activation of MOU. Notification may be verbal or in writing. If verbal, the notification shall be confirmed in writing as soon as possible to the extent practical.
- g. Notify Pharmacy that community dispensing plans should be implemented.
- h. Request appropriate amounts and type of medication or vaccine, and available supplies, from local, state or federal sources, including use of SNS resources, or specify that Pharmacy is requested to supply these materials.
- i. Facilitate a discussion with Pharmacy regarding the most appropriate locations for distribution.
- j. Request OPHD to deliver, or have delivered medications to distribution centers as determined by the LPHA in consultation with the BoP and Pharmacy.
- k. With OPHD, modify treatment protocol templates from the Operational Guidance as needed to guide Pharmacy response.
- l. Manage public information activities with regard to the overall health and medical response across the LPHA's jurisdiction.
- m. Provide educational materials, if appropriate, to Pharmacy for the purposes of distributing to all persons in emergencies affecting the public's health.
- n. Provide guidance and criteria to Pharmacy for tracking levels of activity, supplies and inventory, as applicable to the response and consistent across signatory LPHA jurisdictions.

- o. Participate, as appropriate, in mass vaccination or medication dispensing training and exercises, and in exercises to promote emergency response surge capacity as outlined in the Oregon Crisis Care Guidance.
- p. If an Oregon Emergency Response System (OERS) number has been issued by the Oregon Office of Emergency Management for the Incident leading to activation of the MOU, LPHA is encouraged to use the OERS number in communications with emergency management personnel and OPHD.

ARTICLE VII

RESPONSIBILITIES OF OREGON PUBLIC HEALTH DIVISION

OPHD responsibilities:

- a. Coordinate any future updates of this MOU and establish a webpage on which the most current MOU and Operational Guidance are posted,
- b. Oversee development of statewide screening forms and tracking requirements, and make these available to LPHAs as components of the Operational Guidance accompanying this MOU.
- c. Oversee development of statewide treatment protocols that could be used in incident response and make them available to LPHAs in a timely fashion as needed to support response efforts.
- d. Deliver, or arrange delivery of medications to distribution centers as needed, in consultation with the LPHA, BoP, and Pharmacy.
- e. Coordinate public health activities, including collection of information regarding medication administration and dispensing activities, during incidents involving multiple counties.
- f. Determine any limits on administrative fees that can be charged by Pharmacies for dispensing or administration of SNS or other stockpile medications, and disseminate this information.

ARTICLE VIII

RESPONSIBILITIES OF PHARMACIES

Pharmacy responsibilities:

- a. Coordinate with OPHD, BoP, and/or signatory LPHAs to ensure statewide consistency with screening forms, tracking, training, and other Pharmacy requirements.
- b. Comply with Pharmacy standards in effect during the Incident.
- c. Upon receipt of a request for action by an LPHA, determine the Pharmacy's anticipated capacity to respond to the request, including, as appropriate, the approximate number of vaccine or medication doses that could be administered by Pharmacy in a specified time period, the approximate number of displaced persons who could be screened and provided with emergency supplies of medications under provisions of OAR 855-007-

- 0090(1)-(2), or the approximate number of patients that could be accommodated by the Pharmacy under a treatment protocol as outlined in the Operational Guidance; communicate that information to the LPHA.
- d. Identify Pharmacy sites to receive medication deliveries and communicate site locations to the LPHA.
 - e. Communicate to LPHAs each site location's scope of Pharmacy practice regarding affected populations, e.g., convey age or prescriptive authority limitations.
 - f. Receive and store medication deliveries, consistent with federal, state or local government requirements, at Pharmacy-identified facilities during Incidents.
 - g. Ensure that Pharmacy site locations serve the general public.
 - h. At Pharmacy's discretion, ensure that its own employees, including those employed by its parent company, and their families, are cared for consistent with public health recommendations.
 - i. As appropriate when the BoP emergency rules in OAR chapter 855, Division 7 have been activated, and if agreed to by Pharmacy, oversee participation in response efforts by pharmacists and pharmacy technicians, licensed in other jurisdictions, but participating in response efforts under PNEMA or EMAC, provided that the individual supplies evidence that he or she holds a valid, current, unrestricted, comparable license by another signatory to PNEMA or EMAC in accordance with OAR 855-007-0050(2).
 - j. As appropriate, and if agreed to by Pharmacy, oversee participation in response efforts by pharmacists and pharmacy technicians who have had previously inactive licenses re-activated by the BoP in accordance with OAR 855-007-0050(4).
 - k. Conduct medical screening of individuals receiving medications, based on guidance provided by LPHA, to identify potential contraindications and complications, and assure dispensing and administration consistent with federal, state and local government requirements.
 - l. Allow pharmacists to prescribe and dispense medications under a treatment protocol under authority of a licensed healthcare prescriber or lawful health order issued by a local health officer or an authorized representative of OPHD.
 - m. Maintain accurate records of medications dispensed, administered, and remaining inventory.
 - n. Maintain and inventory the local, state or federal stock of medications, vaccines and supplies and physically separate them from the regular inventory. The local, state and federal stock cannot be used in place of commercial pharmacy stock at any time. Pharmacy stock may be used as a substitute for the local, state or federal stock and Pharmacy may seek reimbursement for this action, if available, in accordance with the then current state or federal guidance.
 - o. Track contact information of individuals receiving medications.
 - p. Communicate information regarding medications dispensed, administered, and, for medical countermeasure from a state stockpile or SNS, provide contact information for recipients to LPHA as required by LPHA, through a secure method. [Release of information to public health in this setting is permitted under HIPAA. See Operational Guidance, Section VI., bullet 4.]
 - q. Provide educational materials, supplied by LPHA, when possible to all individuals receiving medications.

- r. Participate, as appropriate, in LPHA-sponsored mass vaccination or medication dispensing training and exercises, and in exercises to increase healthcare response capacity as outlined in the Oregon Crisis Care Guidance.
- s. If they choose to, qualified Pharmacy personnel who would take part in response activities under this MOU can register as Emergency Volunteer Workers with the State's health volunteer registry, SERV-OR pursuant to OAR 333-003-0100 to 333-003-0140 and ORS 401.651 to 401.670. In a declared emergency, pharmacy personnel so registered would be considered agents of the state for actions performed as part of response to the emergency, would have liability limited under ORS 30.260 to 30.300, and would be eligible for workers' compensation protection to the extent allowed by Oregon law.

ARTICLE IX

RESPONSIBILITIES OF THE BOARD OF PHARMACY

BoP responsibilities:

- a. Develop and maintain an accurate roster of Pharmacies in Oregon that includes contact information for all co-signatory Pharmacies.
- b. Upon request from an LHPA or from OPHD, convey request for assistance under this MOU from the requesting public health entity to the requested Pharmacy or Pharmacies.
- c. With OPHD and other parties to this MOU, develop and review treatment protocol templates to ensure that they are in keeping with relevant Oregon statutes and rules.

ARTICLE X

COST AND PAYMENT

When LPHA provides the medications that are to be dispensed or administered by Pharmacy from a local, state, or federal stockpile, it will do so at no cost to Pharmacy. Pharmacy shall dispense or administer these medications to patients or customers at no charge to the patient or customer except for an administrative fee not to exceed an amount set by OPHD, or under emergency federal or state current guidance at the time. Pharmacy agrees to waive this fee if required by then current federal or state guidance. Pharmacy may also, in its discretion, waive this fee for patients or customers who demonstrate an inability to pay. When Pharmacy provides the medications that are dispensed or administered by Pharmacy during implementation of this Agreement, this restriction shall not apply, and Pharmacy, at its discretion, can bill for services and medications in its usual and customary manner. All other costs incurred by either LPHA or Pharmacy through implementation of this Agreement shall be borne by each respective agency.

ARTICLE XI

LIABILITY, INDEMNIFICATION, AND LIMITATIONS

The Parties acknowledge that if this Agreement has been triggered after a federal public health emergency declaration by the Secretary of the Department of Health and Human Services under the PREP Act, immunity under state and federal law will extend to covered persons involved in dispensing, distributing, and administering countermeasures/prophylaxis under 42 U.S.C.A. §247d-6d. Immunity under the PREP Act does not apply to willful misconduct or acts conducted outside the scope of the declaration.

The Parties further acknowledge that if this Agreement has been triggered after a locally or state declared emergency under ORS 401.165 or ORS 433.441-433.452, a pharmacist who meets the definition of a “qualified emergency service volunteer” under ORS 401.358 or is an emergency healthcare provider under ORS 401.651, who otherwise complies with ORS 401.358 to 401.368 and ORS 401.651 to 401.670, will be considered an agent of the state and will have liability coverage for activities within the scope of assigned responsibilities related to the response liability coverage. Liability coverage does not apply to gross negligence, willful or wanton misconduct, or acts outside the scope of the assigned responsibilities or not under the direction of the local emergency management organization. Each party agrees to be responsible and assume tort liability for its own wrongful acts or omissions, or those of its officers, agents or employees to the fullest extent required by law.

If the provisions of ORS 401.358 to 401.368 and ORS 401.651 to 401.670 do not apply, each party agrees to be responsible and assume tort liability for its own wrongful acts or omissions, or those of its officers, agents or employees to the fullest extent required by law.

Notwithstanding anything to the contrary in this Agreement, once the LPHA has delivered the inventory to the Pharmacy, the LPHA will retain the risk of loss with respect to the inventory unless the loss is the result of the Pharmacy’s negligence, gross negligence or intentional act or failure to act.

ARTICLE XII

INFORMATION SHARING

Pharmacy will provide LPHA with information LPHA deems necessary for documentation of the actions taken and services provided under this Agreement, all of which is available under the public health exemption of HIPAA, 45 CFR §164.512(b), and through authorities outlined in ORS 433.004. This information is protected from subsequent disclosure under ORS 433.008. LPHA will advise Pharmacy of the information needed to protect the public health and to prevent or control disease, injury or disability and will only request the information necessary to protect the public health and to prevent or control disease, injury, or disability.

ARTICLE XIII
TERM AND TERMINATION

This Agreement shall become effective immediately upon its execution by any one Pharmacy and one LPHA. After the first two such executions, this Agreement shall become effective as to any other Pharmacy or LPHA upon its execution by such Pharmacy or LPHA. The Agreement shall remain in effect as between each and every Pharmacy and LPHA until participation in this Agreement is terminated by a withdrawing Pharmacy or LPHA by written notice to all of the other signatories to the Agreement. Termination of participation in this Agreement by a withdrawing Pharmacy or LPHA shall not affect the continued operation of this Agreement as between the remaining Pharmacies and LPHAs so long as at least one Pharmacy and one LPHA remain.

Either LPHA or Pharmacy may terminate this Agreement for convenience with written notification to all of the other signatories to the Agreement no less than thirty (30) calendar days in advance of the termination date.

ARTICLE XIV
AMENDMENTS

No provision of this Agreement may be modified, altered or rescinded by any individual Pharmacy or LPHA without the unanimous concurrence of the other Pharmacies and LPHAs. Substantive modifications to this Agreement must be in writing and will become effective upon the approval of the modification by all signatory Pharmacies and LPHAs. Modifications must be signed by each Pharmacy and LPHA. This article does not apply to updating of contact information that may, from time to time, become necessary to ensure current information is available.

ARTICLE XV
INDEPENDENT CAPACITY

The employees or agents of Pharmacy or LPHA who are engaged in whole or in part in the performance of this Agreement shall continue to be employees or agents of that party and shall not be considered for any purpose to be employees or agents of any other party to this Agreement.

ARTICLE XVI
SEVERABILITY

If any provision of this Agreement or any document incorporated by reference shall be held invalid, such invalidity shall not affect the other provisions of this Agreement which can be given effect without the invalid provision, if such remainder conforms to the requirements of applicable law and the fundamental purpose of this Agreement, and to this end the provisions of this Agreement are declared to be severable.

ARTICLE XVII
NO THIRD PARTY BENEFICIARIES

This Agreement is entered into solely for the mutual benefit of the parties to this Agreement. This Agreement is not entered into with the intent that it shall benefit any other person and no other such person shall be entitled to be treated as a third-party beneficiary of this Agreement.

ARTICLE XVIII
DISPUTE RESOLUTION

If a dispute between any parties to this Agreement arises out of or related to this Agreement, or the breach thereof, the parties agree to endeavor to settle the dispute in an amicable manner by direct communication between or among each other before terminating the Agreement.

ARTICLE XIX
NOTICES

Whenever this Agreement provides for notice to be provided by one party to another, such notice shall be in writing and directed to the designated representative of the party.

ARTICLE XX
SURVIVORSHIP

The following clauses survive the termination of this Agreement:

XI. Liability, Indemnification, and Limitations

XVI. Severability

XVII. No Third Party Beneficiaries

ARTICLE XXI

OTHER OR PRIOR AGREEMENTS

If a Pharmacy and LPHA have a prior written agreement that relates to the subject matter of this Agreement, namely, using existing Pharmacy infrastructure to assist in addressing health and medical needs of an affected population during an Incident, including but not limited to mass dispensing of antibiotics, antiviral medications or vaccines to the general public during times of health and medical disasters, then, at such time that said Pharmacy and said LPHA both execute this Agreement, such prior written agreement between them shall become null and void and of no further force and effect. Notwithstanding the above provision in this Article XXI, any Pharmacy and/or LPHA may continue or enter into other agreements with other Pharmacies and/or LPHAs provided such other agreements govern subject matter not governed by this Agreement.

ARTICLE XXII

GOVERNING LAW

This Agreement shall be interpreted, construed and enforced in accordance with the laws of the State of Oregon.

ARTICLE XXIII

EXECUTION IN COUNTERPARTS

This Agreement may be executed in two or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. For purposes hereof, a facsimile copy of this Agreement, including the signature pages hereto, shall be deemed to be an original. IN WITNESS WHEREOF, this Agreement has been executed and approved and is effective and operative as to each Pharmacy and each Local Public Health Authority as herein provided.

Company/Agency _____
Signature _____
Print Name and Title _____
Date _____

ESF 9 – Search and Rescue

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ESF 9 Tasked Agencies	
Primary County Agencies	Morrow County Sheriff's Office
Supporting County Agencies	Morrow County Emergency Management
Community Partners	Amateur Radio/AuxComm Emergency Medical Services Fire Departments/Districts
Primary State Agency	Office of State Fire Marshal Oregon Office of Emergency Management Oregon State Police

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 9 describes how the County will coordinate the deployment of resources for both urban and non-urban search and rescue during a major disaster or incident.

1.2 Scope

The following activities are within the scope of ESF 9:

- Search and Rescue (SAR) operations within the County through the County Sheriff's Office
- Urban Search and Rescue 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 SAR support. The following issues should be considered when planning for and implementing ESF 9 activities:

- 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 SAR operation are the most critical in terms of reducing the mortality rate of an incident and therefore must begin as soon as possible.
- SAR 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 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 SAR procedures may be implemented to avoid rescuers becoming victims themselves.

2.2 Assumptions

ESF 9 is based on the following planning assumptions:

- SAR operations will continue to increase as population and recreational opportunities continue to grow.
- Operations may be overwhelmed during emergencies and disasters. Local SAR 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 SAR operations and will require coordination and direction.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 9–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

The search for, and recovery of, bodies will be conducted only after the rescue of survivors has been completed and the environment will allow for safe operation by SAR personnel.

The line of succession for authority during an emergency involving ESF 9 duties as outlined below.

- **Morrow County Sheriff**
 - Senior SAR Coordinator
 - SAR Coordinator
 - Emergency Manager
 - As designated by the Sheriff

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

4 Concept of Operations

4.1 General

All SAR 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 SAR-related activities will be performed in a manner that is consistent with NIMS and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

Requests for SAR operations are forwarded to the Sheriff (or his or her representative) for determination of the assistance level warranted under the circumstances. Existing SAR personnel and qualified members of the Ground Search Unit make up the nucleus of emergency SAR operations. Rural fire protection districts coordinate the search for, and rescue of, persons trapped in buildings and will direct their movement to a safer place.

The County Emergency Operations Center (EOC) is the primary location for coordination and control of emergency SAR service operations during disaster operations. The Sheriff may also authorize control from other locations if needed. The appointed SAR Coordinator implements field operations for SAR missions. In his or her absence, a designated alternate or the Assistant SAR Coordinator will implement field operations. The Emergency Manager ensures that field operations have substantial support from the County EOC for gaining information, acquiring resources, and collecting data to meet reporting requirements.

Resource inventories supporting SAR operations (both urban and wilderness) are maintained through the Morrow County Sheriff's Office and can be accessed through the County EOC during an emergency.

Regional SAR resources are available to support emergency operations in Morrow County.

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 communication 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 SAR-related activities.

4.3 EOC Operations

When SAR-related activities are staffed in the EOC, the SAR 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 SAR.
- Share situation status updates related to SAR to inform the development of the Situation Report.
- Participate in and provide SAR-specific reports for EOC briefings.
- Assist in the development and communication of SAR-related actions to tasked agencies.
- Monitor ongoing SAR-related actions.
- Share SAR-related information with ESF 15 – Public Information to ensure consistent public messaging.
- Coordinate SAR-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of SAR-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support information and planning–related activities:

- **ESF 4 – Firefighting.** Provide specialized resources to support SAR operations.
- **ESF 8 – Health and Medical.** Coordinate emergency medical services for disaster victims.
- **ESF 13 – 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.

6 Appendices

- Appendix A – ESF 9 Resources
- Appendix B – ESF 9 Actions by Phase of Emergency Management
- Appendix C – ESF 9 EOC Representative Basic Checklist

APPENDIX A - ESF 9 RESOURCES

The following resources provide additional information regarding ESF 9 and resource support-related issues at the local, state, and federal levels:

LOCAL

- None at this time.

STATE

- 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

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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 9 include the following:

All Tasked Agencies

- Develop operational plans for ESF 9 activities.
- Participate in ESF 9 – related training and exercises as appropriate.

Sheriff's Office

- Coordinate regular review and update of the ESF 9 annex with supporting agencies.
- Develop and maintain a yearly SAR Plan for the County, with a copy sent to State SAR Coordinator.

Fire Departments/Districts

- 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.

Emergency Management

- Facilitate collaborative planning to ensure the County's capability to support ESF 9 activities.
- Maintain operational capacity of the County EOC to support SAR activities.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC, including tracking of resources utilized in SAR operations.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 9 include the following:

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.

Sheriff's Office

- Coordinate SAR response operations for missing persons utilizing paid staff/officers or volunteers as deemed appropriate by the Incident Commander.

Fire Departments/Districts

- Coordinate SAR 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 SAR resources through the EOC Finance Section.

Emergency Medical Services

- Assist with care and transport of injured persons during SAR operations.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 9 include the following:

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 SAR operations and the assets utilized during SAR-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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

APPENDIX C - ESF 9 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 10 – Hazardous Materials

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ESF 10 Tasked Agencies	
Primary County Agencies	Gilliam/Morrow/Umatilla Fire Defense Board Morrow County Emergency Management
Supporting County Agencies	Morrow County Public Works Department Morrow County Public Health Morrow County Sheriff's Office
Community Partners	Emergency Medical Services Fire Departments/Districts
Primary State Agency	Oregon Department of Energy Oregon Department of Environmental Quality Oregon Health Authority Oregon Office of Emergency Management Oregon Regional HazMat Team 10 Oregon State Police

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

The following activities are within the scope of ESF 10:

- Coordinate the actions necessary to carry out functions related to providing a response to hazardous materials-related activities.
- Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released.

Oregon Health Authority 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.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require hazardous materials support. The following issues should be considered when planning for and implementing ESF 10 activities:

- Hazardous material incidents can threaten public health and safety, as well as the environment. While most hazardous materials incidents involve small 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.

- 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 long-term consequences for human health and the environment that will require further remediation.
- No local hazardous materials team is available to support transportation-related incidents occurring in Morrow County. A regional hazardous materials team is available to respond to emergencies in this jurisdiction, the closest originating in Hermiston.
- Local fire departments do not have hazardous materials technicians, and local law enforcement personnel are only responsible for controlling access to the incident site.
- Morrow County has limited capabilities for decontamination.
- 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 and/or Oregon State Police.

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 the 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 that ESF 10–related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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, 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; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of hazardous materials 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 communication 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 the development of the Situation Report.
- Participate in and provide hazardous materials-specific reports for EOC briefings.
- Assist in the development and communication of hazardous materials-related actions to tasked agencies.
- Monitor ongoing hazardous materials-related actions.
- Share hazardous materials-related information with ESF 15 – Public Information to ensure consistent public messaging.
- Coordinate hazardous materials-related staffing to ensure that the function can be staffed across operational periods.

Morrow County personnel do not have formal training or equipment to support clean-up and remediation activities following a hazardous materials incident, and contracts with environmental clean-up companies currently managed through the state would be activated through County Emergency Management if necessary. Local responders respond initially by providing containment methods for spill sites until hazardous materials response teams arrive on scene.

4.4 Access and Functional Needs Populations

Provision of hazardous materials-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support information and planning–related activities:

- **ESF 4 – Firefighting.** Provide specialized resources to support SAR operations.
- **ESF 8 – Health and Medical.** Coordinate emergency medical services for disaster victims.
- **ESF 13 – 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.

6 Appendices

- Appendix A – ESF 10 Resources
- Appendix B – ESF 10 Actions by Phase of Emergency Management
- Appendix C – ESF 10 EOC Representative Basic Checklist

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APPENDIX A - ESF 10 RESOURCES

The following resources provide additional information regarding ESF 10 and resource support-related issues at the local, state, and federal levels:

LOCAL

- Local Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 10 – Hazardous Materials

FEDERAL

- National Response Framework
 - ESF 10 – Hazardous Materials

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APPENDIX B - ESF 10 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 10 include the following:

All Tasked Agencies

- Develop operational plans for ESF 10 activities.
- Participate in ESF 10 – related training and exercises as appropriate.

Emergency Management

- Coordinate regular review and update of the ESF 10 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 10 activities.
- Develop and maintain a Hazardous Materials Response Plan for the County.
- Maintain operational capacity of the County Emergency Operations Center (EOC) to support a hazardous materials response capability.
- Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC, including assets utilized during a hazardous response.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 10 include the following:

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.

Fire Departments/Districts

- Provide initial response support for hazardous materials incidents.
- Request support through the 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 10 include the following:

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 SAR operations and the assets utilized during SAR-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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

APPENDIX C - ESF 10 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 11 – Agriculture, Animals, and Natural Resources

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ESF 11 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management
Supporting County Agencies	Board of Commissioners Morrow County Fair and Rodeo Morrow County Planning Department Morrow County Public Health Morrow County Public Works
Community Partners	Soil & Water Conservation District North Morrow Vector Control District OSU Extension Office
Primary State Agency	Oregon Department of Agriculture Oregon Health Authority Oregon Office of Emergency Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 11 describes how the County will identify food and water needs, how the County will coordinate an effective and humane response involving animal and agricultural issues, and work to protect the County’s natural resources.

1.2 Scope

The following activities are within the scope of ESF 11:

- 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.
- 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 pathogen 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.

- 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.

The human health risks associated with animal and plant disease are addressed in ESF 8 – Health and Medical.

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, impacts to agriculture or the State’s natural resources, as well as domestic animals and livestock. The following issues should be considered when planning for and implementing ESF 11 activities:

- 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.
- 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 fresh water supplies and wastewater treatment systems may increase the risk of infection due to waterborne illness and increase the demand for bottled water locally.
- Special needs populations may have special dietary restrictions on food and the preparation of meals.
- 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 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 Oregon Department of State Lands (DSL) manages over 4.0 million acres of agricultural, grazing, and forest lands; estuaries and tidelands; offshore lands; and submerged and submersible lands of the State’s navigable 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 forest land as a core real estate asset of the Common School Fund.

- Protection of natural and cultural resources and historic properties.

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 of electricity is not available for three 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.
- 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 landowners, individuals, or groups may strenuously object to the depopulation of animals or the destruction of plants. Some people may not consider the threat of the disease spread valid and may take actions counterproductive to control and eradicate 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.
- Protection of natural and cultural resources and historic properties.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 11-related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 11-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, Morrow County Emergency Management is responsible for coordinating ESF 11-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with ESF 11-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 Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of ESF 11-related resources.

If animal quarantine measures are necessary to protect human health, they will be implemented through Morrow County Public Health and will require a court order. Most likely, support from the State Brand Inspector, State agricultural agencies, and Oregon Department of Human Services would be included in these procedures. In all other cases, formal quarantine measures will be implemented following existing procedures established through the Oregon Department of Agriculture.

Morrow County has not yet developed emergency response plans or procedures that focus on agriculture and animal issues. However, the National Incident Management System (NIMS)/Incident Command System (ICS) process would be implemented into the command structure established for the County EOC to track and mobilize all resources necessary to accomplish the incident objectives. Until a local plan is developed, the Oregon Office of Emergency Management will be relied on to coordinate assistance by state and federal agencies during a disaster or animal health emergency.

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 communication 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 ESF 11-related activities are staffed in the EOC, an 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, water, agriculture, animal protection, and natural resources.
- Share situation status updates related to food, water, agriculture, animal protection, and natural resources to inform the development of the Situation Report.
- Participate in and provide ESF 11-specific reports for EOC briefings.
- Assist in the development and communication of ESF 11-related actions to tasked agencies.
- Monitor ongoing ESF 11-related actions.
- Share food, water, agriculture, animal protection, and natural resources-related information with ESF 15 – Public Information to ensure consistent public messaging.
- Coordinate ESF 11-related staffing to ensure that the function can be staffed across operational periods.

4.4 Animal Disease Response

Morrow County Public Health, with support from the Oregon Department of Agriculture, serves as the principal point of contact in the event of an outbreak of a highly infectious/contagious or economically devastating animal or zoonotic disease. The Area Veterinarian in Charge for the United States Department of Agriculture, Animal and Plant Health Inspection Service, Veterinary Services will assist the State Veterinarian as appropriate in any animal health emergency.

Animal quarantine measures will be implemented through Morrow County Public Health and require a court order. Most likely, support from the State Brand Inspector, state agricultural agencies, and the Oregon 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 11-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.6 Coordination with Other ESFs

The following ESFs support information and planning–related activities:

- **ESF 1 – Transportation.** Assist in transportation of food and water supplies to impacted areas, including air support.
- **ESF 3 – Public Works.** Protect the County’s historical structures.
- **ESF 6 – Mass Care.** Coordinate distribution of food and water supplies to impacted populations, and coordinate shelter operations for persons with service animals.
- **ESF 7 – Resource Support.** Identify food and water resources. Coordinate the staging of resources for distribution.
- **ESF 8 – Health and Medical.** Ensure proper procedures are in place to ensure food safety. Assist in zoonotic disease surveillance; regulate food safety at restaurants.
- **ESF 13 – Law Enforcement.** Support enforcement of animal quarantine measures.
- **ESF 14 – Business and Industry.** Coordinate with private-sector partners to support ESF 11-related activities.
- **ESF 15 – Volunteers and Donations.** Coordinate donated food and water supplies. Coordinate volunteers and donated goods to support animal shelter operations.

5 ESF Annex Development and Maintenance

Morrow 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 11 Resources
- Appendix B – ESF 11 Actions by Phase of Emergency Management
- Appendix C – ESF 11 EOC Representative Basic Checklist

APPENDIX A - ESF 11 RESOURCES

The following resources provide additional information regarding ESF 11 and resource support-related issues at the local, state, and federal levels:

LOCAL

- Local Vendor Agreements
- Local Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 11 – Agriculture, Animals, and Natural Resources
- Oregon Animal Disease Emergency Management Plan
- Oregon Response Plan for Animals in Disasters

FEDERAL

- National Response Framework
 - ESF 11 – Agriculture, Animals, and Natural Resources

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APPENDIX B - ESF 11 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) ESF 11 – Agriculture, Animals, and Natural Resources. 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 11 include the following:

All Tasked Agencies

- Develop operational plans for ESF 11 activities.
- Participate in ESF 11 – related training and exercises as appropriate.
- Work with local, regional, and state agencies to align planning efforts (e.g., identifying duplicate vendor agreements, mutual aid agreements, a common point of dispensing planning, etc.).

Emergency Management

- Coordinate regular review and update of the ESF 11 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 11-related activities.
 - Develop and maintain an Emergency Food and Water Plan for the County that includes procedures for addressing:
 - Stockpiling/procuring food and water consumables.
 - Transporting food and water consumables to and from the warehouse/staging area.
 - Documenting the amounts of food and water consumables provided to points of dispensing and monitoring inventory status.
 - Providing for the sustenance needs of persons with dietary restrictions (i.e., infants, diabetics, renal patients, hypertensive patients, those on liquid diets, vegetarians, persons with cultural sensitivities, etc.)
- Maintain the operational capacity of the County EOC to support ESF 11–related activities. Ensure that staff are identified and adequately trained to fulfill the finance function in the County EOC, including tracking and use of assets utilized during food and water operations and activities.

Sheriff’s Office

- Coordinate regular review and update of the ESF 11 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 11 activities.

- Identify pet boarding facilities and private organizations that may provide emergency shelters for animals.

Fair and Rodeo

- Develop plans for potential animal sheltering operations in coordination with ESF 11 partners.

Planning Department

- Establish a list of historic properties owned or managed by the county.

Public Health

- Establish plans, in coordination with State partners, to respond to animal and plant disease outbreaks.

Area Farmers and Agribusinesses

- Report potential or actual breaches of agricultural security or threats to the food supply immediately.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 11 include the following:

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 and determine impacts to the County's agricultural community.
- Establish an ESF 11 Branch in the County EOC if needed.
- Coordinate with the 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 Emergency Coordination Center.
- Coordinate with farmers and agribusiness partners to facilitate opportunities for private-sector support to response operations.
- Request support for business and industry-related activities through the State Emergency Coordination Center.
- Coordinate with the State Historic Preservation Office and others regarding impacts to cultural and historic properties owned or managed by the county.

Sheriff's Office

- Manage and direct the evacuation of animals from risk areas.

- Coordinate the establishment of shelters for animals and livestock with the fairgrounds.

Public Health

- Work with the Public Information Officer and/or other ESF 15 representatives to craft public messaging surrounding the safety of the County's food and water supply (e.g., boil notices).
- Provide guidance for implementation of quarantine measures in the event of a plant or animal disease outbreak.

Public Works

- Collect and dispose of animal carcasses.

Fair and Rodeo

- Provide animal sheltering support.

American Red Cross

- Assist in the distribution of food and water supplies in coordination with mass care and shelter operations.

Area Farmers and Agribusinesses

- 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 11 include the following:

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 SAR operations and the assets utilized during SAR-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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

Farmers and Agribusinesses

- Conduct agriculture restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.

APPENDIX C - ESF 11 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 12 – Energy

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ESF 12 Tasked Agencies	
Primary County Agencies	Morrow County Public Works
Supporting County Agencies	Morrow County Emergency Management
Community Partners	Private Utilities
Primary State Agency	Oregon Department of Energy

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

The following activities are within the scope of ESF 12:

- Coordinate with utilities operating in the County to ensure that the integrity of the supply systems is 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 utilities 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. The following should be considered when planning for and implementing ESF 12 activities:

- 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, and sewer systems is essential to minimize 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, the 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 Public Works 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 that ESF 12–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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, Morrow County Emergency Management 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 ESF 12-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 Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of ESF 12-related resources.

Emergency power sources and backup systems are available to support critical facilities and emergency operations in Morrow County. Many facilities within the County have adequate resources for sustainable operations throughout the duration of response and recovery. These facilities include the following:

- Morrow County Sheriff's Office
- Morrow County 9-1-1 Communications Center
- Oregon Department of Transportation

4.2 EOC Activation

When a disaster occurs, the Morrow 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 communication 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, an ESF 12 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 the development of the Situation Report.
- Participate in, and provide energy-specific reports for, EOC briefings.

- Assist in the development and communication of ESF 12–related actions to tasked agencies.
- Monitor ongoing ESF 12-related actions.
- Share ESF 12-related information with ESF 15, Public Information, to ensure consistent public messaging.
- Coordinate ESF 12-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 12-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs 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.
- **Business and Industry (ESF 14):** Coordinate with private-sector partners to support ESF 12 activities.
- **Public Information (ESF 15):** Provide situation status updates and subject matter expertise to inform the development of public messaging.

5 ESF Annex Development and Maintenance

Morrow 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 12 Resources
- Appendix B – ESF 12 Actions by Phase of Emergency Management
- Appendix C – ESF 12 EOC Representative Basic Checklist

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

- Local Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 12 – Energy

FEDERAL

- National Response Framework
 - ESF 12 – Energy

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APPENDIX B - ESF 12 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 12 include the following:

All Tasked Agencies

- Develop operational plans for ESF 12 activities.
- Participate in ESF 12 – related training and exercises as appropriate.

Public Works

- Coordinate regular review and update of the ESF 12 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County’s capability to support ESF 12 activities.
- Procure and maintain sources of backup power and fuel, including emergency generators.
- Pre-identify public works and debris clearance priorities that will support the restoration of lifeline utilities.

Emergency Management

- Maintain the operational capacity of the County Emergency Operations Center (EOC) to support volunteers and donations activities.

Area Utilities

- Develop response and restoration plans to ensure that 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 12 include the following:

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 12 activities.

Public Works

- Coordinate public works and debris clearance activities to support the restoration of lifeline utilities.
- Ensure that appropriate backup power sources and fuel supplies are available to support the County's emergency operations.

Emergency Management

- Coordinate with the EOC Planning Section to identify unmet needs and determine impacts to the County's energy infrastructure.
- Establish an ESF 12 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 Public Information Officer 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 Emergency Coordination Center.

Area Utilities

- Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- Repair and restore lifeline utilities.
- Report the 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 12 include the following:

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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the 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

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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 13 – Law Enforcement

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ESF 13 Tasked Agencies	
Primary County Agencies	Morrow County Sheriff's Office
Supporting County Agencies	Justice Court Morrow County Emergency Management
Community Partners	Local Law Enforcement Agencies Fire Departments/Districts Mutual Aid Partners Federal Bureau of Investigation
Primary State Agency	Oregon Department of Corrections Oregon Department of Justice Oregon State Police

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 13 describes how the County will support law enforcement activities during a time of emergency. Local law enforcement agencies will also provide support for evacuation traffic control; criminal investigations; access control to incident sites and/or governmental facilities (including County and municipal Emergency Operations Centers [EOCs]) as resources permit; security at community care and sheltering facilities and hospitals; prisons; and other critical care facilities involved in emergency response activities.

1.2 Scope

The following activities are within the scope of ESF 13:

- 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 18 – Military Support.

1.3 Policies and Agreements

Local intergovernmental agreements and memoranda of understanding (MOUs) are in place to provide backup coverage and assist any law enforcement agency statewide. In addition, the Oregon State Police maintain an MOU with the Morrow County Sheriff's Office and all police agencies to provide assistance during any type of law enforcement incident and will report to the Incident Commander or the County Sheriff during local incidents.

The line of succession of authority for duties covered under ESF 13 is designated for the following positions:

- County Sheriff or designee
- Lieutenant, Sergeant

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require law enforcement support. The following should be considered when planning for and implementing ESF 13 activities:

- 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.
- Law enforcement may be faced with a 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 with the area and local customs.
- Emergency situations may lead to increased 9-1-1 call volume, civilian injuries and fatalities, rescue requests, looting, and violent crime.
- Local law enforcement professionals may be preoccupied with securing their own families' safety 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 13 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 a 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 that ESF 13-related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 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.

In a major emergency, the Morrow County Sheriff will take the necessary actions to maintain law and order, including crowd and traffic control, facility security, and evacuation zone security; coordinate the County’s law enforcement resources through mutual aid or identifying and allocating additional resources, and lead or support tactical operations such as evacuation and search and rescue (SAR). The Sheriff will coordinate all emergency information and emergency response activities through the EOC, and the Morrow County Emergency Manager will facilitate this process.

Police officials of incorporated cities within the County will retain authority for direction and control of local law enforcement resources during emergencies. Should they require additional resources not covered under mutual aid for emergency operations, such requests shall be directed to the Sheriff’s designated Law Enforcement representative in the EOC.

Volunteer or reserve law enforcement organizations will work for and within the structure of their parent agencies. Additional entities such as public works departments may be requested to support law enforcement by assisting in traffic control.

The Oregon State Police and other state-affiliated law enforcement agencies shall operate within their assigned areas of responsibility unless otherwise ordered by the Governor. Requests for state assistance not covered by mutual aid agreements shall be made via the County EOC and directed to the Oregon State Police via the State EOC. Similarly, federal law enforcement agencies shall operate within their assigned areas of responsibility, unless otherwise ordered by appropriate federal authorities.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 13-related activities.

4.3 EOC Operations

When ESF 13-related activities are staffed in the EOC, an ESF 13 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 the development of the Situation Report.
- Participate in, and provide energy-specific reports for, EOC briefings.
- Assist in the development and communication of ESF 13–related actions to tasked agencies.
- Monitor ongoing ESF 13-related actions.
- Share ESF 13-related information with ESF 15, Public Information, to ensure consistent public messaging.
- Coordinate ESF 13-related staffing to ensure that the function can be staffed across operational periods.

The Sheriff is responsible for directing the County’s law enforcement response to a major emergency and coordinating response activities with the EOC. She or he, or a designated representative, will serve as the Law Enforcement Representative to the EOC, coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcement resources as appropriate.

The County EOC will be the primary location for the direction and control of emergency law enforcement operations. Emergency response and recovery operations will be coordinated according to Incident Command System (ICS)/National Incident Management System (NIMS) processes, and the lead law enforcement agency will assume the role of incident command for law enforcement. When environmental conditions do not allow for coordination and control of emergency operations from the County EOC, the County Emergency Manager may authorize control from other locations.

Two-way radio communications for control of emergency operations and emergency communications with neighboring law enforcement and medical and health officials will be the same as those used for day-to-day operations. Landline and/or wireless telephone communications will be used for administrative purposes, as well as for coordination and control if two-way radio communications are not available.

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 13-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.6 Coordination with Other ESFs

The following ESFs support ESF 13-related activities:

- **Transportation (ESF 1):** Identify impacts to the County's transportation infrastructure and develop priorities for repair and restoration.
- **ESF 3 – Public Works.** Support crowd and traffic control operations.
- **Military Support (ESF 18):** Augment civilian law enforcement operations as needed.

5 ESF Annex Development and Maintenance

Morrow 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
- Appendix B – ESF 13 Actions by Phase of Emergency Management
- Appendix C – ESF 13 EOC Representative Basic Checklist

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APPENDIX A - ESF 13 RESOURCES

The following resources provide additional information regarding ESF 13 and law enforcement-related issues at the local, state, and federal level:

LOCAL

- Local Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 13 – Law Enforcement

FEDERAL

- National Response Framework
 - ESF 13 – Public Safety and Security

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APPENDIX B - ESF 13 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) ESF 13 – 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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 13 include the following:

All Tasked Agencies

- Develop operational plans for ESF 13 activities.
- Participate in ESF 13 – related training and exercises as appropriate.

Sheriff's Office

- Coordinate regular review and update of the ESF 13 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County's capability to support ESF 13 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.
- Develop and maintain an emergency notification list of departmental personnel.
- Train staff for evacuation.
- Train staff on ICS.
- Instruct employees to report to work as soon as possible in the event of a major emergency/disaster.
- Assist staff with family preparedness plans.
- Assign an emergency management liaison to assist in developing and exercising the County Emergency Operations Plan (EOP).
- Participate in training exercises conducted by Morrow County Emergency Management.

Emergency Management

- Maintain the operational capacity of the County Emergency Operations Center (EOC) to support volunteers and donations activities.

Incorporated Cities

- Police officials of incorporated cities without their own EOPs should use the mitigation/preparedness direction outlined above, as appropriate, and coordinate activities with Morrow County.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 13 include the following:

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 13 activities.

Sheriff's Office

- Provide traffic and crowd control, provide 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.
- Immediately recall off-duty personnel, reserves, and volunteer groups to augment on-duty personnel.
- Set up a command structure utilizing ICS, establishing Incident Command Posts as necessary.
- Provide mobile units for warning purposes (see ESF 2 – Communication).
- Conduct evacuations of affected populations (See ESF 1 – Transportation).
- Provide security for key facilities such as the County's EOC, shelters, and evacuation zones.
- Conduct SAR operations for missing persons, including support in all body recovery operations.
- Support other public safety operations.
- Provide traffic and crowd control.
- Be prepared to provide Public Information Officer resources, as necessary.
- Advise the Board of Commissioners regarding law enforcement-related aspects of the emergency/disaster.

Justice Court

- Collaborate with courts and law enforcement agencies to determine emergency arrest or release policies.
- Ensure that legal requirements for due process are met.

Emergency Management

- Coordinate with the EOC Planning Section to identify unmet needs.
- Establish an ESF 13 Branch in the County EOC if needed.
- Document expenditures for disaster/emergency-related activities and report them to the EOC.

Area Law Enforcement Agencies

- Coordinate law enforcement activities within limits of jurisdictional authority.
- Support County law enforcement operations through mutual aid.
- Police officials of incorporated cities without their own EOPs should generally follow the response procedures outlined above, coordinating activities with local policymakers and the County's Law Enforcement Representative in the EOC.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 13 include the following:

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 SAR-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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

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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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 14 – Business and Industry

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ESF 14 Tasked Agencies	
Primary County Agencies	Board of Commissioners
Supporting County Agencies	Morrow County Assessor Morrow County Emergency Management Morrow County Finance Department Morrow County Veteran’s Services
Community Partners	
Primary State Agency	Business Oregon

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 14 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

The following activities are within the scope of ESF 14:

- Foster solid partnerships among private (business and industry) and public (local, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle.
- Identify and address any private-sector resource/capability shortfalls with the potential to destabilize the local economy if left unmet/ unaddressed.
- Identify, coordinate, mobilize, track, and demobilize private-sector owned and operated resources utilized during incident response operations.
- Conducting initial economic damage assessments for impacted areas.

The following activities are outside the scope of this function:

- Develop and/or implement private-sector Business Continuity Plans/Continuity of Operations Plans.
- Develop and/or implement plans to identify and thwart terrorist plots targeting facilities federally defined as Critical Infrastructure or a Key Resource (CIKR).

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 a part of response operations. The following considerations should be incorporated into the processes by which the County will coordinate with 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 individual citizens' 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 14 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 upon trust between public/private-sector entities and a willingness to redefine the nature of the existing relationship
- Historical data shows the nation's economy to be relatively stable (despite the occasional poor performance of one or more economic indicators); therefore, this ESF assumes that the County will likely mobilize and initiate ESF 14 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 guests; sustain business operations and provide continuity of services; and augment the County's 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 that ESF 14-related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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.

- In accordance with the Basic Plan and this ESF Annex, Morrow County Emergency Management 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 business and industry will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County Emergency Operations Center (EOC) will provide guidance for the coordination of business and industry resources.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 14-related activities.

4.3 EOC Operations

When ESF 14-related activities are staffed in the EOC, an ESF 14 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 business and industry.
- Share situation status updates related to business and industry to inform the development of the Situation Report.
- Participate in, and provide business and industry-specific reports for, EOC briefings.
- Assist in the development and communication of ESF 14-related actions to tasked agencies.
- Monitor ongoing ESF 14-related actions.
- Share ESF 14-related information with ESF 15, Public Information, to ensure consistent public messaging.
- Coordinate ESF 14-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 14-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support ESF 14-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 – Agriculture, Animals, and Natural Resources.** Coordinate with private-sector partners that may provide food and water resources. Coordinate with agriculture industry partners.
- **ESF 12 – Energy.** Coordinate with private-sector energy utilities.
- **ESF 16 – Volunteer and Donations.** Coordinate with the community- and faith-based organizations.

5 ESF Annex Development and Maintenance

Morrow 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 14 Resources
- Appendix B – ESF 14 Actions by Phase of Emergency Management
- Appendix C – ESF 14 EOC Representative Basic Checklist

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APPENDIX A - ESF 14 RESOURCES

The following resources provide additional information regarding ESF 14 and business and industry-related issues at the local, state, and federal level:

LOCAL

- Local Mutual Aid/Resource Sharing Agreements

STATE

- Emergency Operations Plan
 - ESF 14 – Business and Industry

FEDERAL

- National Response Framework
- US Small Business Administration

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APPENDIX B - ESF 14 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) ESF 14 – 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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Develop operational plans for ESF 14 activities.
- Participate in ESF 14-related training and exercises as appropriate.

Emergency Management

- Coordinate regular review and update of the ESF 14 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County's capability to support ESF 14 activities.
- Maintain the operational capacity of the County Emergency Operations Center (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

- 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 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 14 include the following:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 14 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 Emergency Coordination Center.

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 the 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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 14 include the following:

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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the 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.

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APPENDIX C - ESF 14 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 15 – Public Information

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ESF 15 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management
Supporting County Agencies	Board of Commissioners Morrow County Sheriff's Office
Community Partners	Fire Departments/Districts Local Municipalities
Primary State Agency	Oregon Emergency Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 15 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

The following activities are within the scope of ESF 15:

- Support County departments and local 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. The following should be considered when planning for and implementing ESF 15 activities:

- 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 public. The system relies on telecommunication infrastructure, which can be damaged or destroyed during a large-scale emergency.

2.2 Assumptions

ESF 15 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 them for the dissemination of emergency public information.
- In a significant disaster or emergency event, a Joint Information Center (JIC) may be set up to help facilitate the information flow between agencies and the general public.
- 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 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 that ESF 15–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The timely preparation and release of emergency public information is the responsibility of the County Emergency Management Organization’s PIO, working under the general direction of the Emergency Manager. An EOC PIO will be appointed by the Emergency Manager at the time of an emergency.

Several County departments, fire districts, and other organizations have designated employees to deal with the release of information regarding emergency incidents to the media and the public. The EOC PIO and the necessary staffing for a 24-hour emergency response operation at the County’s EOC will be drawn from this group of trained PIOs. Pre-disaster agreements can be used to ensure the necessary cooperation, coordination, and emergency management training.

If an incident involves a criminal investigation, specific procedures are established to manage and control security-sensitive information locally and Countywide. All media inquiries about an ongoing criminal investigation are referred to the Morrow County District Attorney via the JIC.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 15-related activities.

4.3 EOC Operations

When ESF 15-related activities are staffed in the EOC, an 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 public information.

- Share situation status updates related to business and industry to inform the development of the Situation Report.
- Participate in, and provide ESF 15-specific reports for, EOC briefings.
- Assist in the development and communication of ESF 15–related actions to tasked agencies.
- Monitor ongoing ESF 15-related actions.
- Coordinate ESF 15-related staffing to ensure that 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 will be implemented in conjunction with the Incident Command System (ICS), and a local and/or regional 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 Manager.
- 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 Message Development and Dissemination

Designated personnel, public officials, and/or response staff will inform and involve appropriate stakeholders, subject matter experts, and other technical staff during the initial stages of a response.

Support activities of the lead PIO and other public information staff include:

- Creation and dissemination of key messages and incident updates to public and media partners (following review and clearance processes set forth by the Incident Commander or designee).
- Activation and staffing of a JIC (which may include appointing a JIC Manager).
- Development of fact sheets and situation updates for internal staff use.
- Designation of a spokesperson, alternate spokesperson, and supporting subject matter experts, if needed.

- Development and distribution of news releases, status updates, and other emergency information through news conferences, websites, newspapers, television stations, radio stations, e-mail, and emergency hotlines.

Dissemination of public information during an emergency can be accomplished in a number of ways. The Oregon Emergency Response System will be used to provide key information regarding the incident(s) to the first responder community and key partners. Media partners play a significant role in information sharing, as well as dissemination of information to the public and among private-sector and governmental entities. Morrow County has adopted and incorporated the principles of the public information system set forth by NIMS. A “virtual Joint Information Center” system is a centralized electronic database that can serve as a tool for sharing information among the PIO network so that designated PIOs and support staff in a variety of remote locations can communicate with each other.

Emergency information efforts will focus on specific event-related information. This information will generally be of an instructional nature, focusing on such things as warning, evacuation, and shelter. It is also important to keep the public informed of the general progress of events. In larger-scale events, a JIC may be established to facilitate coordination between various EOCs and the media. A special effort will be made to report positive information regarding emergency response in order to reassure the community that the situation is under control. Rumor control will be a major aspect of the informational program. Public feedback will be used as a measure of the informational program’s effectiveness. Education efforts will be directed toward increasing public awareness of potential hazards and how people should deal with them. All information and education efforts will rely heavily on the cooperation of volunteer and commercial media organizations.

4.5.3 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 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 15-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.7 Coordination with Other ESFs

The following ESFs support ESF 15-related activities:

- **All ESFs.** All functions will provide situation status updates and subject matter expertise to inform the development of public messaging.

5 Direction and Control

5.1 Executive Actions

The Emergency Manager is responsible for emergency preparedness and education, as well as emergency information activities, as a part of the County's Emergency Management Program. However, in emergency situations posing an immediate threat to life, any public official in the County serving as Incident Commander or any other authorized public official may issue emergency public information. Such officials shall notify County Emergency Management as soon as possible to facilitate further notifications and actions, as required.

5.2 Coordination

Overall coordination of the emergency public information process will be exercised from the EOC via the JIC when activated. All County departments and agencies shall coordinate with the assigned PIO working at the County EOC in releasing information to the public unless directed otherwise by the BOC.

6 ESF Annex Development and Maintenance

Morrow 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.

7 Appendices

- Appendix A – ESF 15 Resources
- Appendix B – ESF 15 Actions by Phase of Emergency Management
- Appendix C – ESF 15 EOC Representative Basic Checklist
- Appendix D – Emergency Management Public Information Officer Checklist

APPENDIX A - ESF 15 RESOURCES

The following resources provide additional information regarding ESF 15 and public information-related issues at the local, state, and federal level:

LOCAL

- None at this time.

STATE

- Emergency Operations Plan
 - ESF 2 – Communications
 - ESF 15 – Public Information

FEDERAL

- National Response Framework
 - ESF 2 – Communications
 - ESF 15 – External Affairs
- Federal Integrated Public Alert and Warning System

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APPENDIX B - ESF 15 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) ESF 15 – 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 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Develop operational plans for ESF 15 activities.
- Participate in ESF 15-related training and exercises as appropriate.

Sheriff's Office

- Coordinate regular review and update of the ESF 15 annex with supporting agencies.
- Participate in required training and exercises to develop the skill sets required to effectively serve as the jurisdiction's Public Information Officer (PIO).
- Coordinate and operate a Joint Information Center (JIC) to support the coordination of public messaging among multiple response partners.
- Maintain a media contact roster.
- Facilitate collaborative planning to ensure the County's capability to support ESF 15 activities.

Emergency Management

- Maintain operational capacity of the County Emergency Operations Center (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.

Incorporated Cities

- Disseminate emergency preparedness information to their citizens. Other cities should work with the County Emergency Management Program in public education efforts.

Fire Departments/Districts

- Supply trained PIOs to County Emergency Management if requested to assist in the distribution of emergency preparedness information as part of their department's fire safety training presentations or public safety exhibits.

Support Agencies/Organizations

- Local media will work with County Emergency Management personnel to provide emergency preparedness messages to the public, e.g., a series of newspaper articles or public service announcements by the broadcast media.
- Morrow County AuxComm will distribute emergency preparedness information as provided by County Emergency Management to the public as part of their community education efforts at fairs and public exhibits.
- School Districts will work with County Emergency Management to periodically distribute emergency preparedness information to the schools throughout the school year so that students may receive literature to take home to their parents.
- The American Red Cross's local chapter maintains a supply of Federal Emergency Management Agency emergency preparedness information for distribution to the public. Volunteers are used to making public presentations to civic and church groups on emergency preparedness planning and techniques at the family and individual levels. County Emergency Management should work closely with the American Red Cross to coordinate the limited resources available to meet the need for community education in emergency preparedness.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 15 include the following:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 15 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 Morrow County 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.
- 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 incident.

Emergency Management

- Establish a Public Information Branch in the County EOC if needed.
- Establish and facilitate operations of a JIC, as appropriate.
- Appoint a PIO for the duration of the incident. *See Appendix D for the specific duties of the PIO.*

Incorporated Cities

Coordinate emergency response information with County Emergency Management PIO once the EOC is activated. Requests for PIO staffing assistance at the County EOC may be made to any jurisdictions not impacted by the disaster. Participation in a JIC may be requested in an effort to better coordinate the release of emergency public information.

Fire Departments/Districts

- Determine departmental needs and priorities, then contact the County Emergency Management PIO to indicate availability.

Support Agencies/Organizations

- The American Red Cross will have primary responsibility for coordinating and disseminating information on disaster victims and people utilizing emergency shelters.

Joint Information Center

- If there is a major event involving several jurisdictions in or adjacent to Morrow County, it is likely that a JIC will be established to provide a coordinated method for releasing emergency public information, i.e., serving as a clearinghouse. The decision to establish a media center will be made by the County Emergency Manager in collaboration with the responsible officials of the other involved jurisdictions.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 15 include the following:

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 with other involved units of government and ensure that the public is informed of recovery operations in progress through the news media.
- Conduct an after-action debriefing/evaluation on the effectiveness of the emergency public information function throughout the County.

MITIGATION

Mitigation activities take place **before and after** an emergency occurs and include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

Emergency Management

- Conduct business restoration activities in a manner to reduce the likelihood and severity of future damages and enhance community resiliency.

APPENDIX C - ESF 15 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

APPENDIX D – EMERGENCY MANAGEMENT PUBLIC INFORMATION OFFICER CHECKLIST

The following actions will be conducted when an incident occurs that significantly involves County residents or requires the EOC to be opened:

- PIO appointed by the County Emergency Manager/Incident Commander. This PIO should be selected from the most involved agency, e.g., Law Enforcement, Fire Service, Public Works, or BOC. The position's title will be "Emergency Management PIO."
- EAS is activated with disaster notifications and public safety information. The EAS will be used to disseminate area-wide information prior to the use of news releases.
- Assistant and relief PIOs are identified and scheduled by PIO if needed for a longer-duration incident. Logistics can assume this responsibility if requested.
- Staffing for administrative support and workspace obtained. Logistics can assume this responsibility if requested.
- Information for other EOCs and 9-1-1 centers was sent via the Communications Officer.
- Media liaison appointed to work at the JIC with other jurisdictions, if established.
- News releases developed using standard emergency management format, available in Emergency Managers computer network. (Computer support staff can assist). The following actions should be taken in preparing a news release:
 - Current information obtained from Operations and Planning Chiefs
 - Other local EOCs coordinated to ensure accuracy of releases
 - Rumor control issues addressed
 - Sources of information authenticated and verified for accuracy, before releasing
 - Information objective achieved in a concise but complete form that covers what the public needs and expects to know
 - Regular times for news releases scheduled in cooperation with media deadlines
 - Incident Commander approval and signature obtained before releasing
- Decision made whether a public information telephone number ("Help Line") should be established; if so, Logistics requested to establish and staff the line (consider use of volunteer or nonprofit organizations), and the number publicized.
- Logistics requested to provide the public with self-help/survival information through media and distribution points for hard copy.
- Staff assigned to monitor media for rumor control; incorrect or unsubstantiated information immediately counteracted.

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ESF 16 – Volunteers and Donations

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ESF 16 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management
Supporting County Agencies	Morrow County Sheriff's Office
Community Partners	American Red Cross Salvation Army Team Rubicon
Primary State Agency	Oregon Emergency Management

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 16 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

The following activities are within the scope of ESF 16:

- Coordinate the disaster response activities of volunteers affiliated with County-recognized community and faith-based groups.
- Coordinate and/or provide guidance on the management and/or utilization of solicited donations (physical and monetary) received by County-recognized community and faith-based groups.
- Manage spontaneous/unaffiliated volunteers and unsolicited donations and refer those resources to appropriate County-recognized community and faith-based groups.
- Provide 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 voluntary assistance offered directly to volunteer 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 14 – Business and Industry. 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 help facilitate volunteer support and donations management to address unmet needs. The following should be considered when planning for the coordination and management of volunteers and donations:

- During large-scale incidents, a surge of 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, spontaneous/unaffiliated volunteers and unsolicited donations during a disaster are often underutilized and may even become 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 16 is based on the following planning assumptions:

- The arrival of spontaneous/unaffiliated volunteers is expected.
- Donations of unsolicited, non-useful, and unwanted goods are expected.
- Municipalities residing within the County are responsible for coordinating response activities within their own jurisdictional boundaries, including the management of volunteers 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 to 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 on 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 the County Sheriff's Office and VOAD leadership.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 16–related activities are performed efficiently and effectively 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 agencies' coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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, Morrow County Emergency Management 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 volunteer and donations management will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- The County EOC will provide guidance for the coordination of volunteer and donations management resources.

4.2 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 Annex. 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 ESF 16 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 the development of the Situation Report.
- Participate in, and provide ESF 16-specific reports for, EOC briefings.
- Assist in the development and communication of ESF 16-related actions to tasked agencies.
- Monitor ongoing ESF 16-related actions.
- Share ESF 16-related information with the Public Information Officer (PIO) to ensure consistent public messaging.
- Coordinate ESF 16-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of ESF 16-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.5 Coordination with Other ESFs

The following ESFs support ESF 16-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 16 to address them.
- **Health and Medical (ESF 8):** Coordinate healthcare volunteer (e.g., Medical Reserve Corps) support.
- **Agriculture, Animals, and Natural Resources (ESF 11):** Coordinate donations of food and water supplies.
- **Public Information (ESF 15):** Inform the public how to effectively support response and recovery through volunteering and donations.

5 ESF Annex Development and Maintenance

Morrow 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 16 Resources
- Appendix B – ESF 16 Actions by Phase of Emergency Management
- Appendix C – ESF 16 EOC Representative Basic Checklist

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APPENDIX A - ESF 16 RESOURCES

The following resources provide additional information regarding ESF 16 and public information-related issues at the local, state, and federal level:

LOCAL

- None at this time.

STATE

- Emergency Operations Plan
 - ESF 16 – Volunteers and Donations

FEDERAL

- National Response Framework

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APPENDIX B - ESF 16 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 16 – 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 16 include the following:

All Tasked Agencies

- Develop operational plans for ESF 16 activities.
- Participate in ESF 16-related training and exercises as appropriate.

Emergency Management

- Coordinate regular review and update of the ESF 16 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County's capability to support ESF 16 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
- 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, including tracking of volunteers and donations.
- Facilitate, in coordination with citizen emergency preparedness organizations (e.g., Community Emergency Response Team, 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

- Provide advice regarding 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 16 include the following:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 16 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 the establishment of a volunteer reception center or facility to facilitate the receiving, registering, and referral of spontaneous/unaffiliated volunteers.
- Designate a Donations Manager and coordinate the 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 PIO.
- Request support for volunteers and donations activities through the State Emergency Coordination Center.

Finance Department

- Manage the receipt of unsolicited and/or undesignated monetary donations in accordance with county, state, and federal statutes.

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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 16 include the following:

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 donation's reception points/staging areas, etc.
- 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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.
- Conduct public information campaigns and continuously remind and encourage citizens to:
 - Join the recognized community and faith-based organizations 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.

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APPENDIX C - ESF 16 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 17 – Cyber and Critical Infrastructure Security

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ESF 17 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management Morrow County Sheriff's Office
Supporting County Agencies	
Community Partners	InterMountain Education Service District
Primary State Agency	Oregon Department of Administrative Services (DAS) Oregon Emergency Management

1 Introduction

1.1 General

Emergency Support Function (ESF) 17 describes how the County will provide a defined process for a coordinated and efficient response to the physical effects of a significant cyber incident or critical infrastructure security incident:

- Critical Infrastructure/Key Resources (CI/KR) vary greatly depending upon the level of government and jurisdictional needs. CI/KR is defined as the assets, systems, and networks, whether physical or virtual, considered so vital to the County that their incapacitation or destruction would have a debilitating effect on commerce and the health and safety of Morrow County residents. This definition is limited to the CI/KR located within the county as specified within the 16 sectors identified by the Department of Homeland Security (DHS) under Presidential Policy Directive 21 (PPD-21). These critical infrastructure sectors include:
 - Chemical
 - Commercial Facilities
 - Communications
 - Critical Manufacturing
 - Dams
 - Defense Industrial Base
 - Emergency Services
 - Energy
 - Financial Services
 - Food and Agriculture
 - Government Facilities
 - Healthcare and Public Health
 - Information Technology
 - Nuclear Reactors, Materials, and Waste
 - Transportation Systems
 - Water and Wastewater Systems
- The primary focus of consequence management response and recovery efforts as identified in this plan will be on the lifeline sectors of critical infrastructure (CI). These lifeline sectors and their associated Emergency Support Function (ESF) are identified as:
 - Transportation (ESF 1)

- Communications (ESF 2)
 - Water/Wastewater (ESF 3)
 - Health and Medical (ESF 8)
 - Energy (ESF 12)
 - Law Enforcement (ESF 13)
- Definitions:
 - Cyber Preparedness focuses on preparing for, responding to, mitigating, and recovering from the cascading effects that occur in the physical environment as a result of a significant cyber incident.
 - Cyber Security focuses on Computer Network Defense (CND) and seeks to prevent unauthorized access, damage to, or illicit use of the computer network including the mitigation of threats once discovered.
 - The National Cyber Incident Response Plan (NCIRP), following guidance from Presidential Policy Directive 41 (PPD-41), has identified and defined two levels of cyber incidents that could impact the United States.
 - Cyber Incident – An event occurring on or conducted through a computer network that actually or imminently jeopardizes the confidentiality, integrity, or availability of computers, information or communications systems or networks, physical or virtual infrastructure controlled by computers or information systems, or information resident thereon.
 - Significant Cyber Incident – A cyber incident that is (or a group of related cyber incidents that together are) likely to result in demonstrable harm to the national security interests, foreign relations, or economy of the county or to the public confidence, civil liberties, or public health and safety of the residents of Morrow County.

1.2 Purpose

- Provide a framework that provides for the flexibility required to plan and coordinate the operational procedures the county will use in consequence management to the physical effects of a significant cyber incident endangering public health and safety, quality of life, or that prevents or inhibits the provision of essential governmental services.
- Identify ESF/SERT actions and responsibilities specific to a significant cyber incident that are in addition to the responsibilities already outlined in the Emergency Operations Plan (EOP) and its annexes.
- Incorporate the coordination mechanisms and structures of appropriate county, municipal, and private sector plans into the overall consequence management response.
- Identify and provide a process to mobilize state resources and conduct activities to guide and support local emergency management efforts through preparedness, response, recovery, and mitigation planning for the physical effects of a significant cyber incident.

1.3 Scope

This plan is not designed to direct, nor does it specifically address the technical response to any specific public or private sector computer network to assist in the mitigation or recovery of any business enterprise or industrial control system.

2 Situation and Assumptions

2.1 Situation

- DHS has identified cyber-related threats as a “threat and hazard of significant concern” in over half of the 16 designated sectors of critical infrastructure.
- Based on current reporting, various nation-state adversaries and non-state actors have demonstrated the intent and capability to gain unauthorized access, exploit, and/or attack both public and private sector computer networks.
- First-order dependencies and interdependencies between CI/KR sectors create vulnerabilities that can cause cascading negative effects to the physical environment and Morrow County residents.
- Reliable and secure communications systems will be required to enable a coordinated multi-agency response in the event that current communication systems are inoperable.
- Coordination and communication with CI/KR private sector owners/operators will be critical to an effective response and recovery effort.
- Significant cyber incidents initiate cascading effects that could affect each phase of emergency management including preparedness, prevention, response, recovery, and mitigation.
- Interconnected computer networks regulate the flow of electrical power, natural gas, fuel, water, solid waste, financial services, medical care, public safety, telecommunications, and transportation systems. The consequences of a significant cyber incident could cause significant disruption of CI/KR operations and economic losses for the county.

2.2 Assumptions

ESF 17 is based on the following planning assumptions:

- Significant cyber incidents are a threat to the electronic infrastructure that supports the social, health, safety, and economic well-being of Morrow County residents.
- A significant cyber incident that disrupts CI/KR may occur at any time and with little or no warning. It may involve single or multiple governmental jurisdictions and geographic areas.
- A significant cyber incident will require a coordinated consequence management effort from all levels of government, volunteer organizations, and private sector partners. No single private sector entity or local, tribal, State, or Federal government agency possesses the authority or expertise to act unilaterally.
- Significant cyber incidents may disrupt, degrade, destroy information, or deny the use of CI/KR assets (e.g., electric power and water industrial controls and telecommunication networks). Consequences associated with these events could overwhelm both public and private sector resources.

- The impact on lifeline critical infrastructure (e.g., water/wastewater, energy, transportation, communications, and public health infrastructures) could significantly impede response and recovery efforts.
- Private-sector owners/operators of CI/KR resources located within the county are vulnerable to cyber threats.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 17–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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, Morrow County Emergency Management 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 cyber and critical infrastructure security will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.

- Coordination among local, state, federal, and the private sector is vital to establish and maintain situational awareness, identify any possible cascading effects, and ensure appropriate response and recovery actions are taken.

4.2 Crisis Management vs Consequence Management

Response to a significant cyber incident includes two major primary functions: crisis management and consequence management, which may be carried out consecutively or concurrently.

- Definitions:
 - Crisis Management – Crisis management refers to measures that identify, acquire, and employ resources to anticipate, prevent, and/or mitigate a threat, including the forensic work to identify the adversary.
 - Consequence Management – Consequence management refers to the measures taken to manage the physical effects of the crisis. This may include evacuation of populations, loss of utility and/or essential services, and recovery from the crisis event.
- Crisis Management
 - Crisis management of a significant cyber incident may include coordinating support to an affected computer network(s).
 - Additional resources from the state or federal government and the private sector may be called upon to assist the county in the crisis management response.
 - Officials coordinating crisis management actions are obliged to protect sensitive investigative and operational data to support attribution and the possible prosecution of the threat actors. However, they will provide incident situational awareness information and threat data to interagency partners, including the EOC.
- Consequence Management
 - Consequence management is based on an All-Hazards approach designed to encompass all emergencies independent of their underlying cause. This approach would be enacted when a significant cyber incident creates the possibility of cascading negative effects in the physical environment.
 - Consequence management supports activities conducted by multiple agencies and is coordinated by emergency management.
 - Consequence management activities begin as soon as possible and may continue well beyond the conclusion of crisis management.
 - These activities include but are not limited to:
 - Protecting public health and safety.
 - Restoring essential government services.

4.3 EOC Activation

When a disaster occurs, the Morrow 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 communication 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 Annex. 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.

4.4 EOC Operations

When ESF 17-related activities are staffed in the EOC, the ESF 17 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 cyber and critical infrastructure security.
- Share situation status updates related to cyber and critical infrastructure security to inform the development of the Situation Report.
- Participate in, and provide ESF 17-specific reports for, EOC briefings.
- Assist in the 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 (PIO) to ensure consistent public messaging.
- Coordinate ESF 17-related staffing to ensure that the function can be staffed across operational periods.

4.5 Access and Functional Needs Populations

Provision of ESF 17-related activities will consider 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 policymakers and according to State and federal regulations and guidance.

4.6 Coordination with Other ESFs

The following ESFs support ESF 17-related activities:

- **Transportation (ESF 1):** Maintain situational awareness of the cyber threat to transportation assets.
- **Communications (ESF 2):** Maintain situational awareness of the cyber threat to communication assets.
- **Public Works (ESF 3):** Maintain situational awareness of the cyber threat to public works assets.
- **Health and Medical (ESF 8):** Maintain situational awareness of the cyber threat to health and medical assets.
- **Energy (ESF 12):** Maintain situational awareness of the cyber threat to energy infrastructure.
- **Law Enforcement (ESF 13):** Coordinate law enforcement requests with local officials to include the safeguarding of affected critical facilities.
- **Business and Industry (ESF 14):** Maintain situational awareness of the cyber threat to business and industry.

5 ESF Annex Development and Maintenance

Morrow 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 17 Resources
- Appendix B – ESF 17 Actions by Phase of Emergency Management
- Appendix C – ESF 17 EOC Representative Basic Checklist

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APPENDIX A - ESF 17 RESOURCES

The following resources provide additional information regarding ESF 17 and public information-related issues at the local, state, and federal level:

LOCAL

- None at this time.

STATE

- Emergency Operations Plan
 - ESF 17 – Cyber and Critical Infrastructure Security

FEDERAL

- Department of Homeland Security
 - Sector Risks Snapshots, 2014
 - National Cyber Incident Response Plan, 2016
- National Disaster Recovery Framework

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APPENDIX B - ESF 17 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 17 – Cyber and Critical Infrastructure Security. 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Develop operational plans for ESF 17 activities.
- Participate in ESF 17-related training and exercises as appropriate.

Private Sector

- Develop internal emergency operations and business continuity elements within the organization to support cyber event response and recovery operations.

RESPONSE

Response activities take place **during** an emergency and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 17 include the following:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and foster a common operating picture.
- Provide a representative to the County EOC, when requested, to support ESF 17 activities.

RECOVERY

Recovery activities take place **after** an emergency occurs and include actions to return to a normal or even safer situation following an emergency. Recovery roles and responsibilities for ESF 17 include the following:

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 include 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 the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

ESF 18 – Military Support

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ESF 18 Tasked Agencies	
Primary County Agencies	Morrow County Sheriff's Office
Supporting County Agencies	Morrow County Emergency Management
Community Partners	
Primary State Agency	Oregon Military Department

1 Introduction

1.1 Purpose

Emergency Support Function (ESF) 18 is intended to create awareness regarding the state's coordination of military support to civil authorities in times of emergency.

1.2 Scope

Activities encompassed within the scope of ESF 18 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 the Guard to provide support to civil authorities. The following should be considered when planning for and implementing ESF 18 activities:

- 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.
- The Governor can activate Guard personnel to SAD in response to natural or human-caused disasters or Homeland Defense missions.

2.2 Assumptions

ESF 18 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 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.

3 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that ESF 18–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit 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 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.

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, Oregon Office of Emergency Management (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, and mass feeding of disaster victims; establishing communications networks with fixed and mobile radios; providing aerial surveillance of a disaster area; and providing 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, including 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. The Oregon Military Department maintains a presence in the State Emergency Coordination Center (ECC) whenever the ECC is activated.

Specific emergency management restrictions include the following:

- No state agency or local jurisdiction may employ Guard assets without 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 500-1, Military Support to Civil Authorities.
- 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 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 ESFs support ESF 18-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 incidents.
- **ESF 13 – Law Enforcement.** Provide support for law enforcement agencies.

5 ESF Annex Development and Maintenance

Morrow 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 18 Resources
 - Attachment 1 – Military Support Overview
- Appendix B – ESF 18 Actions by Phase of Emergency Management
- Appendix C – ESF 18 EOC Representative Basic Checklist

APPENDIX A - ESF 18 RESOURCES

The following resources provide additional information regarding ESF 18 and public information-related issues at the local, state, and federal level:

LOCAL

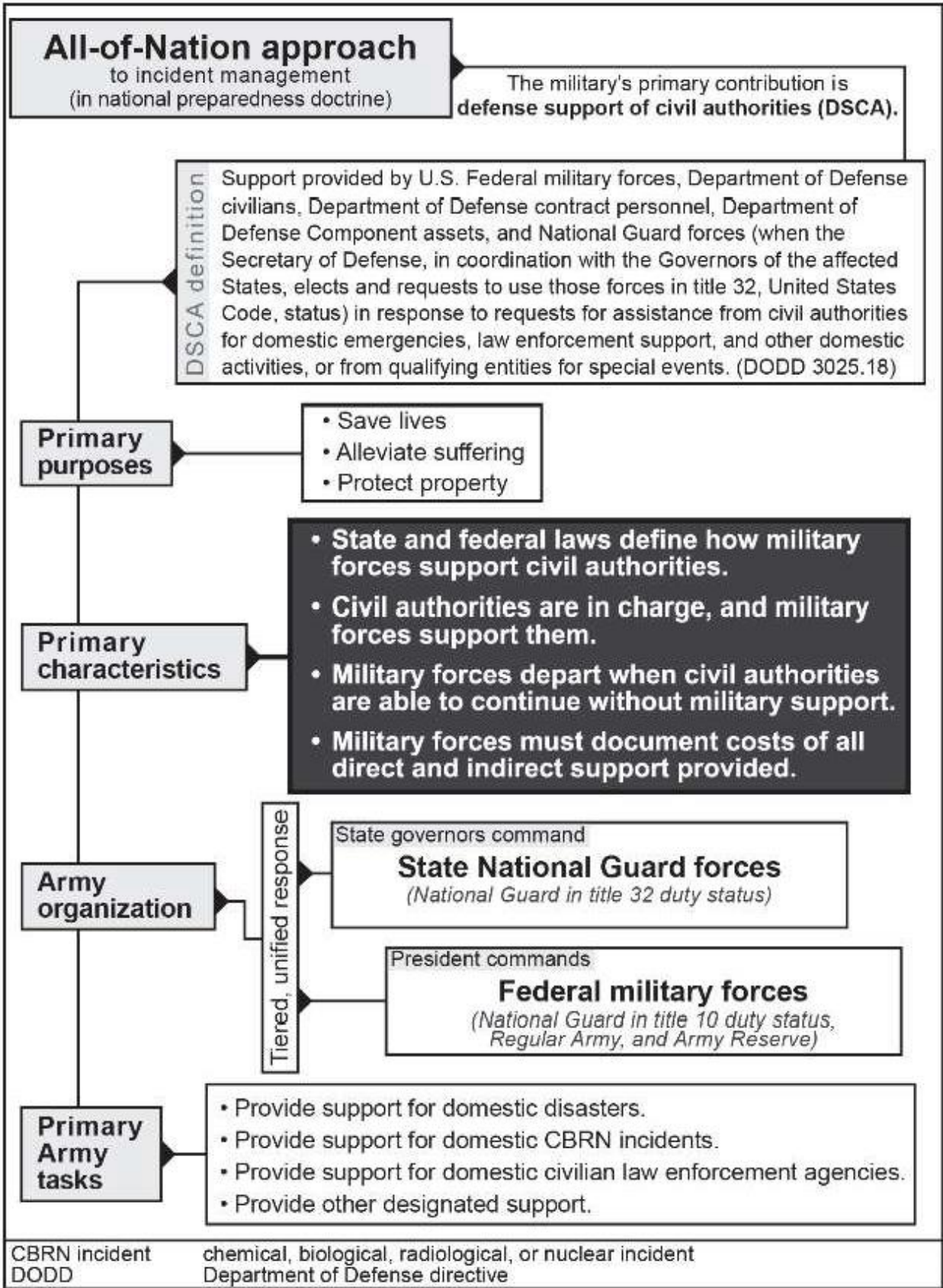
- None at this time.

STATE

- Emergency Operations Plan
 - ESF 18 – 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



APPENDIX B - ESF 18 RESPONSIBILITIES BY PHASE OF EMERGENCY MANAGEMENT

The following checklist identifies key roles and responsibilities for Emergency Support Function (ESF) 18 – 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 to save lives and help response and recovery operations. Preparedness roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Develop operational plans for ESF 18 activities.
- Participate in ESF 18-related training and exercises as appropriate.

Emergency Management

- Maintain the 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 and include actions taken to save lives and prevent further property damage in an emergency. Response roles and responsibilities for ESF 18 include the following:

All Tasked Agencies

- Provide situational updates to the County EOC, as required, to maintain situational awareness and foster a common operating picture.
- 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 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 Emergency Coordination Center.

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 even safer situation following an emergency. Recovery roles and responsibilities for ESF 18 include the following:

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 include 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 18 include the following:

All Tasked Agencies

- Participate in the hazard mitigation planning process for the County.
- Provide agency and incident data to inform the development of mitigation projects to reduce hazard vulnerability.

APPENDIX C - ESF 18 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 the functionality of all equipment
<input type="checkbox"/> Obtain situation report(s), Incident Action Plan, and/or 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/check-out procedures when temporarily leaving your assigned workstation.
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.

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 the following:

- Filter information for what is accurate, distill that information to what is useful, and transfer 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 the following:

- 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, the more efficiently it will support the request.

RSF 1 – Community Planning and Capacity Building

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RSF 1 Tasked Agencies	
Primary County Agencies	Morrow County Planning Department
Supporting County Agencies	Board of Commissioners Morrow County Assessors Office Morrow County Emergency Management Morrow County Public Health Morrow County Public Works Morrow County Sheriff's Office Umatilla County Environmental Health
Community Partners	Boardman Building Inspector CAPECO Electrical Co-ops Fire Departments/Districts Greater Eastern Oregon Development Corporation Local Community Development Local Municipalities Port of Morrow
Primary State Agency	Building Codes Division Department of Environmental Quality Office of the State Fire Marshal Oregon Department of Land Conservation and Development Oregon Emergency Management Oregon Military Department

1 Introduction

1.1 Purpose

Recovery Support Functions (RSFs) are the county's organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county's capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county's actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon's State Recovery Functions (SRF) and federal RSFs as described in the National Disaster Recovery Framework (NDRF), to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 1–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

2.1 Objectives

The primary objective for RSF 1 is to convene an inclusive planning team (identified pre-disaster) that will oversee disaster recovery planning.

2.1.1 Readiness State

- Provide technical assistance for recovery planning.
- Maintain inventory of available funding resources to support local partners in recovery.
- Facilitate training opportunities to ensure effective implementation of recovery planning activities.
- Monitor ongoing local recovery and mitigation planning projects.
- Coordinate with other RSFs to ensure program coordination and avoid duplication of efforts in planning.
- Conduct stakeholder outreach to educate local partners on funding opportunities.
- Regularly update the RSF 1 annex, in coordination with primary and supporting agencies.

2.1.2 Activated State

- Coordinate transition to community recovery planning activities from response support activities.
- Develop community planning and capacity-building recovery objectives.
- Provide technical support to local recovery organizations for identifying recovery and mitigation planning projects.
- Coordinate resources to address skill sets where communities may lack capacity after large-scale and catastrophic disasters.
- Monitor post-disaster local recovery and mitigation projects to ensure proper oversight.

- Document lessons learned to inform planning activities in the readiness state.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 1 can include personnel from:
 - ESF 4 – Firefighting
 - ESF 5 – Information and Planning
 - ESF 7 – Resource Support
 - ESF 13 – Law Enforcement
 - ESF 15 – Public Information
 - ESF 18 – Military Support

4 RSF Annex Development and Maintenance

Morrow 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.

RSF 2 – Economic Recovery

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RSF 2 Tasked Agencies	
Primary County Agencies	Board of Commissioners
Supporting County Agencies	Morrow County Finance Department
Community Partners	Boardman Community Development Association Chambers of Commerce Economic Development Groups Greater Eastern Oregon Development Corporation Local Financial Institutions Local Municipalities Willow Creek Economic Development Group
Primary State Agency	Business Oregon

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 2–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief

nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

2.1 Objectives

The primary objective for RSF 2 is to ensure that community recovery plans incorporate economic revitalization and remove governmental obstacles to post-disaster economic sustainability. Return impacted areas to a sustainable and vibrant economy within the specified timeframe.

2.1.1 Readiness State

- Identify statutory, regulatory, and policy issues that contribute to gaps, inconsistencies, and unmet needs in economic recovery.
- Encourage and facilitate community economic development planning through appropriate State government agencies and programs.
- Develop initiatives to facilitate the integration of county efforts and resources with private capital and the business sector.
- Create, encourage, and participate in disaster recovery exercises to enhance skills and develop needed techniques.
- Work with local officials to implement disaster-resistant building codes as well as incentives for businesses and individuals to conduct readiness activities.
- Promote the adoption of resiliency policies and practices in state agency programs and stakeholder operations, wherever appropriate.
- Sustain pre-disaster engagement activities with the leadership of local economic development agencies.
- Encourage the establishment of disaster information networks for businesses.
- Regularly update the RSF 2 annex, in coordination with primary and supporting agencies.

2.1.2 Activated State

- Coordinate transition to economic recovery activities from response support activities.
- Leverage state and federal resources and programs to most effectively meet community recovery needs while aggressively integrating with the private sector to facilitate early and productive engagement.
- Work closely with local community leadership during disaster recovery to provide technical assistance and data related to economic development.
- Incorporate mitigation measures into redevelopment following a disaster to build the community back stronger and minimize future risk.
- Engage the workforce development system, including state vocational rehabilitation programs, as a means of helping individuals who acquire a disability as part of the disaster, return to work with the appropriate support, accommodation, and retraining.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the

discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 2 can include personnel from:
 - ESF 14 – Business and Industry

4 RSF Annex Development and Maintenance

Morrow 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.

RSF 3 – Health Services

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RSF 3 Tasked Agencies	
Primary County Agencies	Morrow County Public Health
Supporting County Agencies	Board of Commissioners
Community Partners	CAPECO Columbia River Health Doulas Latintas International EUVALCREE Good Shepherd Health Care System Life Flight Network Local Food Pantries Morrow County Health District Oregon Child Development Coalition Oregon Rural Action Pioneer Memorial Hospital United Farm Workers Foundation WIC
Primary State Agency	Oregon Health Authority Oregon Military Department

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 3–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and

capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

2.1 Objectives

The primary objective for RSF 3 is to restore basic health services functions. Identify critical areas of need for health services, including services for populations with access and functional needs. Restore and improve the resilience and sustainability of health services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

2.1.1 Readiness State

- Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 8 and ESF 11.
- Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans.
- Develop strategies to address recovery issues for public health and healthcare, particularly the needs of response and recovery workers and access and functional needs populations.
- Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans.
- Regularly update the SRF 3 annex, in coordination with primary and supporting agencies.

2.1.2 Activated State

- Coordinate transition to health services recovery activities from response support activities
- Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 8 and ESF 11.
- Coordinate and leverage applicable state and federal resources for public health and healthcare services.
- Provide technical assistance in the form of recovery planning for public health and healthcare systems infrastructure.
- Coordinate with local, state, and federal partners to assess food, animal, and water.
- Establish communication and information-sharing forum(s) for public health and healthcare stakeholders.
- Develop and implement a plan to transition from public health and healthcare recovery operations back to a steady state.
- Evaluate the effectiveness of public health and healthcare recovery efforts.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 3 can include personnel from:
 - ESF 8 – Health and Medical
 - ESF 11 – Agriculture, Animals, and Natural Resources

4 RSF Annex Development and Maintenance

Morrow 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.

RSF 4 – Social Services

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RSF 4 Tasked Agencies	
Primary County Agencies	Morrow County Emergency Management Morrow County Public Health
Supporting County Agencies	Board of Commissioners Morrow County Veteran’s Services
Community Partners	American Red Cross CAPECO Douglas Latintas International EUVALCREE Local Food Pantries Salvation Army Oregon Child Development Coalition Oregon Rural Action United Farm Workers Foundation
Primary State Agency	Oregon Department of Human Services

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 4–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

2.1 Objectives

The primary objective for RSF 4 is to restore basic social services function. Identify critical areas of need for social services including services for populations with access and functional needs. Restore and improve the resilience and sustainability of social services networks to meet the needs and well-being of community members in accordance with the specified recovery timeline.

2.1.1 Readiness State

- Incorporate planning for the transition from response to recovery into preparedness and operational plans, in close collaboration with ESF 6 and ESF 11.
- Incorporate planning for the transition from recovery operations back to steady-state into preparedness and operational plans.
- Develop strategies to address recovery issues for social services, particularly the needs of response and recovery workers and access and functional needs populations.
- Promote the principles of sustainability, resilience, and mitigation into preparedness and operational plans.
- Regularly update RSF 4 annex in coordination with primary and supporting agencies

2.1.2 Activated State

- Coordinate transition to social services recovery activities from response support activities.
- Identify and mitigate potential recovery obstacles during the response phase, in collaboration with ESF 6 and ESF 11.
- Coordinate and leverage applicable state and federal resources for social services.
- Provide technical assistance in the form of recovery planning for social services infrastructure.
- Establish communication and information-sharing forum(s) for social services stakeholders.
- Develop and implement a plan to transition from social services recovery back to a state of readiness.
- Evaluate the effectiveness of social services recovery efforts.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the

discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 4 can include personnel from:
 - ESF 6 – Mass Care
 - ESF 11 – Agriculture, Animals, and Natural Resources
 - ESF 16 – Volunteers and Donations

4 RSF Annex Development and Maintenance

Morrow 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.

RSF 5 – Disaster Housing

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RSF 5 Tasked Agencies	
Primary County Agencies	Board of Commissioners
Supporting County Agencies	Morrow County Planning Department
Community Partners	American Red Cross CAPECO
Primary State Agency	Oregon Housing and Community Services

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 5–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

2.1 Objectives

The primary objective for RSF 5 is to assess preliminary housing impacts and needs, identify available options for temporary housing, and plan for long-term housing. Ensure that community housing recovery plans continue to address interim housing needs, assess options for long-term housing, and define a timeline for achieving a resilient, accessible, and sustainable housing market. Establish a resilient and sustainable housing market that helps local communities meet their needs, including accessible housing, within the specified timeframe.

2.1.1 Readiness State

- Identify strategies and options that address a broad range of disaster housing issues, such as those dealing with the planning, zoning, design, production, logistics, codes, and financing.
- Build accessibility, resiliency, sustainability, and mitigation measures into identified housing recovery strategies.
- Regularly update the RSF 5 annex, in coordination with primary and supporting agencies.

2.1.2 Activated State

- Coordinate transition to disaster housing recovery activities from response support activities.
- Coordinate and leverage state and federal resources to assist local governments in addressing housing-related recovery needs.
- Encourage rapid and appropriate decisions regarding land use and housing location in the recovering communities.
- Identify gaps and coordinate resolution of issues involving conflicting policies and programs.
- Promote communications and information-sharing throughout the recovery process between all involved partners.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 5 can include personnel from:
 - ESF 6 – Mass Care
 - ESF 16 – Volunteers and Donations

4 RSF Annex Development and Maintenance

Morrow 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.

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RSF 6 – Infrastructure Systems

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RSF 6 Tasked Agencies	
Primary County Agencies	Morrow County Public Works
Supporting County Agencies	Board of Commissioners
Community Partners	Local Construction Companies Port of Morrow Public Utilities
Primary State Agency	Oregon Department of Administrative Services Oregon Department of Energy Oregon Department of Transportation Public Utility Commission of Oregon

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 6–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief

nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity's jurisdictional authority.

2.1 Objectives

The primary objective for RSF 6 is to restore and sustain essential services (public and private) to maintain community functionality. Provide systems that meet community needs while minimizing service disruption during restoration within the specified timeline.

2.1.1 Readiness State

- Develop guidance and standard procedures for rapid activation of RSF capabilities to support community recovery.
- Identify relevant programs, capabilities, and limiting factors pertaining to recovery support for infrastructure systems.
- Provide a forum for interagency coordination, information sharing, and exchange of effective practices.
- Work with local, state, federal, and private sector partners to identify critical facilities/ systems and ensure that efforts are made to reduce risk pre-and post-disaster.
- Regularly update the RSF 6 annex, in coordination with primary and supporting agencies

2.1.2 Activated State

- Coordinate transition to infrastructure systems recovery activities from response support activities
- Coordinate resources in support of the recovery of impacted infrastructure systems.
- Work with local, state, federal, and private sector partners to leverage available financial and technical assistance, both from governmental and non-governmental sources.
- Promote rebuilding infrastructure in a manner that will reduce vulnerability to future disaster impacts.
- Review and identify codes, building permits, and waivers.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 6 can include personnel from:
 - ESF 1 – Transportation
 - ESF 2 – Communications
 - ESF 3 – Public Works
 - ESF 12 – Energy

4 RSF Annex Development and Maintenance

Morrow 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.

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RSF 7 – Natural and Cultural Resources

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RSF 7 Tasked Agencies	
Primary County Agencies	Board of Commissioners
Supporting County Agencies	Morrow County Emergency Management
Community Partners	Local Cattleman’s Associations Local Irrigation Districts Local Soil & Water Conservation Groups Local Water Districts Northeast Oregon Water Association
Primary State Agency	Oregon Department of Environmental Quality

1 Introduction

1.1 Purpose

RSFs are the county’s organizing principle for effecting recovery support. Because the needs of recovery frequently require coordinating actions and resources from multiple agencies, RSFs group the county’s capacities in domains specifically relevant to recovery purposes. In the case of recovery from a catastrophic event with countywide impacts, RSFs may become the primary means of organizing the county’s actions until intermediate recovery is well underway. RSFs are organized to correspond to Oregon’s State Recovery Functions (SRF) and federal RSFs as described in the NDRF, to facilitate and accelerate communication, whole community coordination, and delivery of resources.

2 Roles and Responsibilities

The County has identified primary and supporting agencies and community partners to ensure that RSF 7–related activities are performed efficiently and effectively 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 agencies’ coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident-related 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 on one or more of the following criteria: the organization’s self-defined mission (e.g., disaster relief nonprofit organizations); formalized tasking by governmental agencies (e.g., American Red Cross); or the entity’s jurisdictional authority.

2.1 Objectives

The primary objective for RSF 7 is to implement measures to protect and stabilize records and culturally significant documents, objects, and structures. Assess impacts to natural and cultural resources and identify needed protections during stabilization through recovery. Preserve natural and cultural resources as part of an overall community recovery.

2.1.1 Readiness State

- Identify relevant state programs and resources supporting the preservation, protection, conservation, rehabilitation, and restoration of natural and cultural resources during recovery.
- Identify and report gaps and inconsistencies within and between regulations, policies, program requirements, and processes that are used in disaster recovery and that affect natural and cultural resources.
- Work with private nonprofits and other NGOs to encourage local governments and institutions to integrate natural and cultural resource issues in their emergency management plans.
- Promote the principles of resilient communities through the protection of natural resources such as floodplains, wetlands, and other natural resources critical to risk reduction.
- As part of ongoing hazard mitigation planning, assess appropriate hazard mitigation strategies for the protection of cultural resources.
- Regularly update RSF 7 annex in coordination with primary and supporting agencies

2.1.2 Activated State

- Coordinate support of cross-jurisdictional natural and cultural resource issues.
- Identify opportunities to enhance natural and cultural resource protection with hazard mitigation strategies.
- Address government policy and agency program issues, gaps, and inconsistencies related to natural and cultural resource issues.
- Promote a systematic, interdisciplinary approach to understanding the interdependencies and complex relationships of the natural and cultural environments.

3 Concept of Operations

3.1 Readiness

Maintaining RSFs in a steady state of readiness through continual planning, training, and exercising is a critical part of emergency preparedness. RSFs can be activated in preparation for a large-scale disaster, but usually during or following. They are activated and demobilized at the discretion of the Emergency Manager or the Board of Commissioners. When demobilizing an RSF, it reverts to the readiness state. During the readiness state, RSFs serve primarily as a forum for interagency collaboration in support of future disasters and recovery needs. Each RSF's coordinating agency or coordinating team regularly convenes representatives from identified primary agencies to ensure that necessary plans and procedures are in place to ensure prompt action upon activation. Supporting agencies are engaged by the coordinating and primary agencies to ensure their readiness to efficiently and effectively assist when needed. The readiness

state may also include ongoing support to mitigation and resilience efforts countywide and technical support for recovery in localized disasters without requiring special activation. This support may be organized through the RSF by the coordinating agency or team without requiring activation of the RSF.

3.2 Activation

The Emergency Manager or the Board of Commissioners activates a Recovery Support Function (RSF) Section Chief as soon as it becomes apparent that intermediate and/or long-term recovery will require special coordination among agencies. During disaster response and short-term recovery, the county's response is organized by ESFs, as described in the County EOP. The transition of recovery actions from ESFs to RSFs is coordinated by the Emergency Manager. During the transition, there may be an overlap where both an ESF and the associated RSF are active. The Emergency Manager, Board of Commissioners, or the RSF Section Chief works with the coordinating agency or team for each RSF to define intermediate- and long-term objectives for each RSF upon activation. Those objectives are then reviewed and revised at pre-established milestones in recovery operations throughout the activated phase based on the progress of recovery and direction from the Policy Group. The Emergency Manager or designated RSF Section Chief de-activates each RSF once their objectives have been substantially met. RSFs may remain activated until recovery is complete. Upon activation of an RSF, the RSF Section Chief may seek resources to further the capabilities of RSFs. When activated, primary and supporting agency resources dedicated to the RSF are considered to be under the authority of the coordinating agency or designated coordinating team to facilitate coordinated actions. Conflicts of authority between agencies under an activated RSF are resolved by the Emergency Manager, who may request the intervention of the Board of Commissioners.

3.3 Coordination

Overall coordination of the RSFs is the responsibility of the Emergency manager. Within each RSF, action is guided by a coordinating agency, with the assistance of primary and supporting agencies. Alternatively, an RSF's actions can be guided by a coordinating team, which includes a designated representative selected within each primary agency.

3.3.1 RSF's and ESF Personnel

- RSF 7 can include personnel from:
 - ESF 10 – Hazardous Materials
 - ESF 11 – Agriculture, Animals, and Natural Resources

4 RSF Annex Development and Maintenance

Morrow 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.

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IA 1 – Drought

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Note: Ultimate responsibility for providing water service to the citizens lies with the local water districts. Each jurisdiction is responsible for its own water supplies and maintenance of facilities. Assistance from the County and State will be provided in the form of personnel and equipment, as requested by the affected area.

Drought Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to drought, including the County EOP and supporting procedures and plans.	<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 County Emergency Management.	
	<input type="checkbox"/> Participate in drought preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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 EOC.	
	<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 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 local planning commission to ensure that new construction does not increase hazards or vulnerability threats.	
	<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.	

Drought Incident Checklist

Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<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 EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or the County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<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.	
	- 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.	

Drought Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 SOPs.	<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.	<i>[Basic Plan – Chapter 1 and Appendix A]</i>
	<input type="checkbox"/> Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as 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.	
	<input type="checkbox"/> Establish a JIC 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 job action guide, ICS Form 214 – Unit Log</i>

Drought Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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"/> 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.	
	RECOVERY/ DEMOBILIZATION PHASE	<input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.
<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 14 – Long-Term Community Recovery 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.		
<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.		

Drought Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	
	<input type="checkbox"/> Submit any valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 2 – Earthquakes

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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 recovering deceased victims, the Road Department may be expected to assume the role of the lead department in the ICS/Operations Section for the County's earthquake response. Road Department efforts in this response and early recovery phase of the disaster will likely concentrate on the reestablishment of public infrastructure facilities.

Earthquake Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and tsunamis, including the County EOP and supporting procedures and plans.	
	<input type="checkbox"/> Pre-designate evacuation routes and alternate routes for areas vulnerable to tsunamis or landslides.	<i>County Evacuation Maps</i>
	<input type="checkbox"/> Conduct pre-incident planning for sheltering and evacuation related to earthquakes and tsunamis. This information will supplement ESF 1 and ESF 6.	<i>ESF 1 and 6 Annexes to the County EOP</i>
	– 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 County Emergency Management in coordination with the ESF 1 and ESF 6 Leads.	<i>ESF 1 and 6 Annexes to the County EOP</i>
	<input type="checkbox"/> Participate in County earthquake and tsunami preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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 EOCs.	
	<input type="checkbox"/> Ensure that earthquake/tsunami response equipment and personnel inventories for the County are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	<input type="checkbox"/> Inform the County Office of Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	

Earthquake Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Work with County planning departments to establish appropriate infrastructure protection measures in landslide/tsunami-prone areas.	
	<ul style="list-style-type: none"> – 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.	
RESPONSE PHASE	<input type="checkbox"/> Activate the County EOP when earthquake and/or tsunami incidents pose threats to tribal lands or assets.	
	<input type="checkbox"/> Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. Tribal and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>ESF 5 Annex to the County EOP</i>
	<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 or tsunami, 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 through the ESF 1, ESF 5, and ESF 6 Leads/Coordinators.	<i>ESF 1, 5 and 6 of County EOP.</i>
	<ul style="list-style-type: none"> – 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 the status of impacts on tribal lands/assets.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> – 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.	
	<ul style="list-style-type: none"> – Dedicate time during each shift to preparing for shift change briefings. 	<i>Incident Action Plan</i>

Earthquake Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	<i>ESF 2 Annex of the County EOP</i>
	<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.	
	<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 earthquake and/or tsunami operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	<i>Local, agency, and facility-specific SOPs</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>). Evacuation activities will be coordinated among ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 – Mass Care, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	<i>ESF 1, ESF 5, ESF 6, and ESF 15 Annexes to the County EOP</i>
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels (<i>recurring</i>).	<i>ESF 7 Annex to the County EOP</i>
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Chapter 1 and Annex A of the County EOP</i>
	<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; ESF 7 Annex to the County EOP</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 JIC and designate a lead PIO for the County.	<i>ESF 15 Annex to the County EOP</i>
	<input type="checkbox"/> Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>).	

Earthquake Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> – 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. 	<i>ESF 15 Annex to the County EOP</i>
	<ul style="list-style-type: none"> <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>ICS Form 214 – Unit Log</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Record all incoming and outgoing messages (<i>recurring</i>). All messages, and the names of those sending/receiving them, should be documented as part of the EOC log. 	
	<ul style="list-style-type: none"> <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>
	<ul style="list-style-type: none"> <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>
	<ul style="list-style-type: none"> <input type="checkbox"/> Implement objectives and tasks outlined in the IAP (<i>recurring</i>). 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate with private-sector partners as needed. 	
	<ul style="list-style-type: none"> <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. 	
RECOVERY/ DEMOBILIZATION PHASE	<ul style="list-style-type: none"> <input type="checkbox"/> Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans. 	<i>ESF 14 of the County EOP</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Release mutual aid resources as soon as possible. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan. 	

Earthquake Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 3 – Fire (Wildland/Urban Interface)

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Major Fire Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by County Emergency Management and area fire agencies.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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.).	
RESPONSE PHASE	<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. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will likely be needed.	<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 the scope and extent of the 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, County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify the 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.		

Major Fire Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> The Fire Chief assumes duties to direct 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 the scope of response increases.	
	<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 SOPs.	<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>).	<i>ESF 6 – Mass Care, Housing and Human Services</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 request for a disaster/emergency declaration, as applicable.	<i>Chapter 1 of the County EOC</i>
	<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 JIC.	
	<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 Incident Commander and lead PIO prior to dissemination to the public.	

Major Fire Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 job action guide, 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 Director 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>).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	
	RECOVERY/ DEMOBILIZATION	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander 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 EOP and supporting documents based on lessons learned and best practices adopted during response.		

Major Fire Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Correct any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

IA 4 – Flood (including Dam Failure)

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Flood Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and develop exercises relative to flood events.	
	<input type="checkbox"/> Coordinate County preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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 City 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 SOPs, 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.	<i>FA 1 of the City EOP</i>
	<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 relative to multiple agency response to floods.	
RESPONSE PHASE	<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 City EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	<i>City 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 request for disaster/emergency declaration, as applicable.	<i>Chapter 1 and Annex A of County EOP</i>

Flood Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	
	<input type="checkbox"/> Request the 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 JIC. 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"> ▪ Storm drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Dams (via established liaisons at the County EOC) ▪ Other structures, as needed 	
	<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.	
RECOVERY PHASE	<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.	<i>ICS Form 221 – Demobilization Plan</i>
	<input type="checkbox"/> Activate and implement applicable mitigation plans, community recovery procedures, and continuity of	<i>ESF 14 – Long-Term Community Recovery</i>

Flood Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	operations/government plans until normal daily operations can be completely restored.	<i>Annex and Agency-Specific Recovery Plans</i>
	<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"/> Offer recommendations to County government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	<input type="checkbox"/> Participate in After-Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

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IA 5 – Severe Weather (including Landslides)

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Severe Weather Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the EOP and supporting procedures/plans.	
	<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.	
	<ul style="list-style-type: none"> <input type="checkbox"/> Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> 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 response to 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 planning 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.	

Severe Weather Incident Checklist

Phase of Activity	Action Items	Supplemental Information
RESPONSE PHASE	<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. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<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 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 and the County Commissioner.	
	<ul style="list-style-type: none"> ▪ 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 the status of impacts within the County.	<i>ICS Form 209: Incident Status Summary</i>
	<ul style="list-style-type: none"> ▪ 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.	
	<ul style="list-style-type: none"> ▪ 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 the 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.	

Severe Weather Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 SOPs.	<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).	<i>ESF 6 of the County EOP</i>
	<input type="checkbox"/> Determine the need for additional resources and request as necessary through appropriate channels (recurring).	
	<input type="checkbox"/> Submit a request for an emergency/disaster declaration, as applicable.	<i>Chapter 1 of the County EOP.</i>
	<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 JIC 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 Incident Commander or designee. Information will be approved for release by the Incident Commander 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 job action guide, ICS Form 214 Unit Log</i>
	<input type="checkbox"/> Record all incoming and outgoing messages (recurring). All messages, and the names of those sending or receiving them, should be documented as part of the EOC log.	
	<input type="checkbox"/> Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	<i>ICS Form 209: Incident Status Summary</i>

Severe Weather Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop and update the IAP (recurring). 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 (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 Incident Commander and/or the Safety Officer.	
RECOVERY/DEMobilIZATION PHASE	<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>ESF 14 – Long-Term Community Recovery and 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 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.	
<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)		

IA 6 – Volcano/Volcanic Activity

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Volcano/Volcanic Activity Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<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"> ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements. 	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with agencies that would participate in response to a volcano scenario.	
	<input type="checkbox"/> Ensure that 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.	<i>Stafford Act, FEMA guidance, and Oregon EMP</i>
	<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.).	
RESPONSE PHASE	<input type="checkbox"/> Activate the EOC and establish Incident Command 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. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	<i>Agency and company-specific plans</i>
	<input type="checkbox"/> Activate and implement the EOP.	
	<input type="checkbox"/> Notify supporting agencies. <ul style="list-style-type: none"> ▪ Identify local, regional, or State agencies that may be able to mobilize resources and staff to the EOC for support 	
	<input type="checkbox"/> Provide local warnings and information and activate appropriate warning/alert systems.	
	<input type="checkbox"/> Support a Regional Coordination Center, if necessary.	
	<ul style="list-style-type: none"> ▪ Establish a JIC. <ul style="list-style-type: none"> ▪ Provide a PIO for the JIC. ▪ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>). 	

Volcano/Volcanic Activity Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, state, or federal resources. If applicable, submit a request for local disaster/emergency declaration following established County procedures.	<i>Chapter 1 of the County EOP.</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"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes. <ul style="list-style-type: none"> ▪ 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, City EOCs, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.	
	<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.	<i>ICS Form 201-Incident Briefing</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 response increases.	
	<input type="checkbox"/> Obtain current and forecasted weather to project the potential spread of ash, fires, and/or gases (<i>recurring</i>).	
	<input type="checkbox"/> Determine the need to conduct evacuations and sheltering activities (<i>recurring</i>). Request that American Red Cross activate and implement local sheltering plans.	<i>ESF 6 of the County EOP and American Red Cross Shelter Plans</i>
	<input type="checkbox"/> Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the County EOCs, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation: <ul style="list-style-type: none"> ▪ ESF 1 – Transportation ▪ ESF 2 – Emergency Telecommunications and Warning ▪ ESF 13 – Public Safety and Security ▪ ESF 15 – Emergency Public Information 	<i>ESF 1, ESF 2, ESF 13 and ESF 15 of the County EOP.</i>

Volcano/Volcanic Activity Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through the EOC (<i>recurring</i>).	
	<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.	
	<input type="checkbox"/> Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	<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>ICS Resource Tracking forms and EOC forms</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.	<i>Existing EOC forms/templates</i>
	<input type="checkbox"/> Produce situation reports (<i>recurring</i>). At regular intervals, the EOC Director and staff will assemble a situation report.	<i>EOC Planning Section job action guide, ICS Form 214: Unit Log</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 205, Incident Radio Communications Plan, ICS Form 206, Medical Plan, Safety Message, Incident Map</i>
	<input type="checkbox"/> Implement elements of the IAP (<i>recurring</i>).	
	<input type="checkbox"/> Coordinate with private-sector partners as needed.	<i>ICS Form 202 – Incident Objectives</i>
	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the Incident Commander and/or Safety Officer.	

Volcano/Volcanic Activity Incident Checklist

Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	<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 City EOC.	<i>ESF 14 of the County EOP and COOP/COG plans</i>
	<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.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

IA 7 – Hazardous Materials (Accidental Release)

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Hazardous Materials Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Have personnel participate in necessary training and exercises, as determined by County Emergency Management, fire services, and the County ESF 10 Lead.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with agencies that would participate agencies 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.).	
RESPONSE PHASE	<input type="checkbox"/> In most incidents, the local fire district 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 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"> ▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation. 	
	<ul style="list-style-type: none"> ▪ 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. 	
	<ul style="list-style-type: none"> ▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance. 	
	<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 the 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 it, request activation of the County EOCs via the IC through the Emergency Manager.		

Hazardous Materials Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	
	<input type="checkbox"/> If applicable, establish immediate gross decontamination capability for victims.	
	<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 hazardous materials supporting agencies.	
	<input type="checkbox"/> <ul style="list-style-type: none"> ▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support. 	
	<input type="checkbox"/> Contact the Oregon Emergency Response System (OERS) at 1-800-452-0311 for technical assistance and support in requesting the regional Hazardous Materials Team. <i>Note: The primary regional hazardous materials response team is located in Hermiston.</i>	<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.	
	<input type="checkbox"/> <ul style="list-style-type: none"> ▪ 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, city EOCs, the County EOC, and the State ECC. 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.	
	<input type="checkbox"/> <ul style="list-style-type: none"> ▪ For incidents occurring on State highways, ensure that the ODOT has been notified. 	
	<input type="checkbox"/> <ul style="list-style-type: none"> ▪ 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. 	

Hazardous Materials Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> ■ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), the Oregon Department of Agriculture, and the State Veterinarian. 	<i>ESF 11 Annex of the County EOP</i>
	<ul style="list-style-type: none"> ❑ A lead PIO will be designated by the Emergency Manager. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies. 	
	<ul style="list-style-type: none"> ❑ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by incident. 	
	<ul style="list-style-type: none"> ❑ Implement local plans and procedures for hazardous materials operations. Implement agency-specific protocols and SOPs. Ensure that copies of all documents are available to response personnel. 	<i>ESF 10 – Oil and Hazardous Materials of the County EOP</i>
	<ul style="list-style-type: none"> ■ 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. 	
	<ul style="list-style-type: none"> ❑ Obtain current and forecasted weather to project potential spread of the plume (<i>recurring</i>). 	
	<ul style="list-style-type: none"> ❑ Based upon the incident's size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes. 	
	<ul style="list-style-type: none"> ❑ Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). 	
	<ul style="list-style-type: none"> ❑ Establish a victim decontamination and treatment area(s). 	
	<ul style="list-style-type: none"> ❑ Determine the need for additional resources and request as necessary through appropriate channels (<i>recurring</i>). 	
	<ul style="list-style-type: none"> ❑ Submit a request for emergency/disaster declaration, as applicable. 	
	<ul style="list-style-type: none"> ❑ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers about potential needs as well as current needs. 	
	<ul style="list-style-type: none"> ❑ 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>

Hazardous Materials Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop plans and procedures for registering regional Hazardous Materials teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC, as needed.	
	<input type="checkbox"/> Formulate emergency public information messages and media responses using “one message, many voices” concepts (<i>recurring</i>).	
	<ul style="list-style-type: none"> <input type="checkbox"/> 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. 	
	<input type="checkbox"/> Record all EOC and individual personnel activities (<i>recurring</i>). All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	<i>EOC Planning Section job action guide, 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 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 Incident Commander/EOC Director 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 – dMedical 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.	

Hazardous Materials Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	
RECOVERY/ DEMOBILIZATION PHASE	<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.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 8 – Public Health Incident

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Public Health–Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<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 who would participate in response to 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 the other county public health departments, Oregon Department of Human Services, Centers for Disease Control and Prevention, and FEMA to ensure that lines of communication and roles/responsibilities are clear across the participating entities when participating in health planning and preparedness activities.	
	<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 within 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 Health Department to ensure drinking water quality.	<i>Water District Standard Operating Procedures</i>
	<input type="checkbox"/> Coordinate with the Health Department to provide safe wastewater and sewage disposal.	<i>Water District Standard Operating Procedures</i>
RESPONSE PHASE	<input type="checkbox"/> The County Public Health Department will initially respond, assume initial Incident Commander 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.	

Public Health–Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	- 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 the Oregon Health Authority.	
	- 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 the transportation of mass casualties to suitable care facilities and mass fatalities to suitable emergency morgue facilities.	
	- Implement the collection, identification, storage, and disposal 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 SNS 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 Incident Command Posts, and establish Incident or Unified Command as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	

Public Health–Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 the state ECC. Confirm operable phone numbers and backup communication links.	
	<input type="checkbox"/> The County Emergency Management Director, in collaboration with the County Public Health Department, designates a County PIO representative. The PIO will issue public health information individually or through the JIC, 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 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 SOPs.	
	<input type="checkbox"/> Determine the need for implementing evacuation and sheltering activities (<i>recurring</i>). Evacuation assistance should be coordinated among ESF 1 – Transportation); ESF 5 –Emergency Management; ESF 6 Mass Care, Housing, and Human Services; and ESF 15 – Public Information and External Affairs.	<i>ESF 1, ESF 5, ESF 6, and ESF 15 of the County EOP</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>).	

Public Health–Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Chapter 1 of the County EOP</i>
	<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 JIC, 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 Incident Commander 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 job action guide, 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 or receiving them, should be documented as part of the EOC log.	

Public Health–Related Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 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 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 and deaths due to a public health emergency are communicated to the County EOC for transmittal to the Oregon Health Authority as soon as it is available.	
	<input type="checkbox"/> For handling of fatalities, coordination between the County Health Department and County EOC is needed for medical examiner services.	
RECOVERY/ DEMOBILIZATION PHASE	<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 any response deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 9 – Transportation Accidents

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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.

Local fire agencies and/or law enforcement 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 NTSB 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.

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> Arrange for personnel to participate in necessary training and exercises, as determined by County Emergency Management.	
	<input type="checkbox"/> Participate in County preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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 the Emergency Manager 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 County Emergency Management.	
	<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.	
RESPONSE PHASE	<input type="checkbox"/> Notification of the occurrence of a transportation incident will come through dispatch or observance by field personnel.	
	<input type="checkbox"/> Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and hazardous material 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.	

Transportation Accidents

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Develop alternate routes based on assessment of damages to County 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"/> Law enforcement has the authority to secure the crash site to maintain the integrity of the accident site (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 hours)	
	<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 disposal of all human remains and their personal effects from the crash site.	
	<input type="checkbox"/> Activate the County EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator and management support positions.	
	<input type="checkbox"/> If appropriate, the Incident Commander, or designee, will activate the EAS by contacting the NWS (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, the 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.	

Transportation Accidents

Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> <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 the functionality of alternative communication equipment/channels. 	
	<ul style="list-style-type: none"> <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"> <ul style="list-style-type: none"> <input type="checkbox"/> For incidents occurring on State highways, ensure that the Oregon Department of Transportation has been notified. 	
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <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. 	
	<ul style="list-style-type: none"> <ul style="list-style-type: none"> <input type="checkbox"/> 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. 	<i>ESF 11 Annex of the County EOP</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Appoint a PIO to formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (<i>recurring</i>). 	
	<ul style="list-style-type: none"> <input type="checkbox"/> 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 Incident Commander and lead PIO prior to dissemination to the public. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> If necessary, establish a JIC staff by PIOs from various agencies. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Advise the County EOC and Oregon Department of Transportation of road restrictions and resource/support needs. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Coordinate provisions 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. 	

Transportation Accidents		
Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the Transportation Security Administration, NTSB, or Federal Bureau of Investigations.	
	<input type="checkbox"/> Submit a request for emergency/disaster declaration, as applicable.	<i>Chapter 1 of the County EOP</i>
	<input type="checkbox"/> If necessary, determine the need to conduct evacuations and sheltering activities.	
	<input type="checkbox"/> Coordinate with the American Red Cross to provide shelter and family referral services through the EOC.	
	<input type="checkbox"/> Determine the need for additional resources and request them as necessary through appropriate channels.	
	<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 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"/> 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 job action guide, 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>
RECOVERY/ DEMOBILIZATION ON PHASE	<input type="checkbox"/> Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the Incident Commander 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>

Transportation Accidents

Phase of Activity	Action Items	Supplemental Information
	<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 response any deficiencies reflected in the Improvement Plan.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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IA 10 – Terrorism

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Background Information

This annex can be applied to incidents involving weapons of mass destruction (WMD) and chemical, biological, radiological, nuclear, or explosive (CBRNE) materials.

Law enforcement agencies normally take the lead role in crisis management. City departments have the lead role in terrorism crisis management within their boundaries, and the County Sheriff's Office has this role elsewhere in the County. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations.

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 City and County EOCs typically are activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. Oregon Emergency Management and the Federal Emergency Management Agency are the State and Federal consequence management leads.

Terrorism Incident Checklist		
Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	<input type="checkbox"/> 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 the County Emergency Management.	
	<input type="checkbox"/> Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with agencies that would participate in response to 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 City 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.	
SURVEILLANCE PHASE	<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.	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Mobilize appropriate emergency personnel and first responders. When deemed necessary, send fire, hazardous material, law enforcement, public health, and other appropriate responders 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 site- and agent-specific health and safety plan.	
	<input type="checkbox"/> Assess the situation/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 that 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 ultimate 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 among field response crews, local/County EOCs, the Regional EOC, and the 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.	<i>ESF 2 - Communications</i>
	<input type="checkbox"/> Gather additional information. Include photographs and video recording.	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Determine if the threat level for the affected area should be elevated and inform appropriate agencies if so.	
	<input type="checkbox"/> Determine if any advisories should be issued to the public.	
RESPONSE PHASE	<input type="checkbox"/> If an explosive device is found, clear the immediate area and notify appropriate first responders.	
	<input type="checkbox"/> Be cognizant of any secondary devices that may be on site.	
	<input type="checkbox"/> Be cognizant that CBRNE agents may be present.	
	<input type="checkbox"/> Investigate the crime scene and collect vital evidence.	
	<input type="checkbox"/> Activate the EOP.	
	<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. At a minimum, the Incident Commander, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	<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"/> Establish an Incident Command Post near the incident location. The Incident Command Post should be uphill and upwind of the incident location.	
	<input type="checkbox"/> Notify supporting agencies (dependent on the type of incident) and the County Commission.	
	<input type="checkbox"/> Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	
	<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. Verify the status of critical infrastructure.	<i>ICS Form 209: Incident Status Summary</i>
<input type="checkbox"/> Notify the regional Hazardous Materials Team, public health agencies, support agencies, dispatch centers/Public Safety Answering Points, adjacent jurisdictions, Federal agencies (including the Federal Bureau of Investigations), and ESF leads/coordinators of any situational changes.	<i>ESF 10 of the County EOP.</i>	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<ul style="list-style-type: none"> ■ Verify that the hazard perimeter and hazard zone security have been established. 	
	<ul style="list-style-type: none"> ■ 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. 	
	<ul style="list-style-type: none"> ■ 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. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Determine if the threat level for the affected area should be elevated and inform appropriate agencies. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Disseminate appropriate warnings to the public. 	
	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and initiate shift rotation plans, including briefing of replacements during shift changes. 	
	<ul style="list-style-type: none"> ■ Dedicate time during each shift to preparing for shift change briefings. 	<i>Incident Action Plan</i>
	<ul style="list-style-type: none"> <input type="checkbox"/> Confirm or establish communications links among primary and support agencies, city EOCs, the County EOC, and the State ECC. Confirm operable phone numbers and backup communication links. 	
	<ul style="list-style-type: none"> <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"> ■ Notification to the Oregon State Police and Federal Bureau of Investigations is required for all terrorism incidents. 	
	<ul style="list-style-type: none"> ■ If an incident occurs on State highways, ensure that the Oregon Department of Transportation has been notified. 	
	<ul style="list-style-type: none"> ■ 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. 	
	<ul style="list-style-type: none"> ■ If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), County Health Department, Oregon Department of Agriculture, and the State Veterinarian, as applicable to situation. 	<i>ESF 11 Annex to the County EOP</i>
	<ul style="list-style-type: none"> <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. 	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<input type="checkbox"/> Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	
	<input type="checkbox"/> Obtain current and forecasted weather to project potential hazardous material vapor plumes (<i>recurring</i>). <ul style="list-style-type: none"> <input type="checkbox"/> Note: Vapor plume modeling support may be obtained through regional hazardous materials teams and through State and/or Federal environmental protection agencies. 	
	<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"> <input type="checkbox"/> Note: Refer to the U.S. Department of Transportation Emergency Response Guidebook to determine the appropriate evacuation distance from the source. 	
	<input type="checkbox"/> Determine the need for emergency medical services and activate them if needed (<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.	<i>Chapter 1 of the County EOP</i>
	<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 mutual aid agreement copies are located]</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 regional hazardous material or health and medical teams as they arrive on the scene and receive deployment orders.	
	<input type="checkbox"/> Establish a JIC.	
	<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"> <input type="checkbox"/> Public information will be reviewed and approved for release by the Incident Commander and lead PIO before dissemination to the public and/or media partners. 	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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 job action guide, 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"/> Develop and deliver situation reports (<i>recurring</i>). At regular intervals, the EOC Director 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 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 Incident Commander and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	<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 U.S. Environmental Protection Agency may be necessary.	
	<input type="checkbox"/> Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	<i>ESF 14 of the County EOP, COOP/COG plans</i>
	<input type="checkbox"/> Release mutual aid resources as soon as possible.	

Terrorism Incident Checklist

Phase of Activity	Action Items	Supplemental Information
	<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.	
	<input type="checkbox"/> Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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