

Wasco County, Oregon
EMERGENCY OPERATIONS PLAN



January 2012

Prepared for:

Wasco County Sheriff's Office
Emergency Management Division

Prepared by:



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Global Specialists in the Environment



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Preface

The Wasco County Emergency Management Program is governed by a wide range of laws, regulations, plans, and policies. The program is administered by the Wasco County Sheriff's Office and is coordinated by the Division of Emergency Management. The program receives its authority from Oregon Revised Statutes, which are the basis for Oregon Administrative Rules. The National Response Framework, the National Contingency Plan, and the State of Oregon Emergency Management Plan provide planning and policy guidance to counties and local entities. Collectively, these documents support the foundation for this County Emergency Operations Plan (EOP).

This EOP is an all-hazard plan describing how the county will organize and respond to events. It is based on and is compatible with the laws, regulations, plans, and policies listed above. The plan describes how various agencies and organizations in the county will coordinate resources and activities with other federal, state, local, tribal, and private-sector partners. Use of the National Incident Management System/Incident Command System is a key element in the overall county response structure and operations.

It is recognized that response to emergency or disaster conditions in order to maximize the safety of the public and to minimize property damage is a primary responsibility of government. It is the goal of Wasco County that responses to such conditions are done in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, Wasco County has adopted the principles of the National Incident Management System (NIMS), including use of the Incident Command System (ICS). Wasco County also maintains this EOP with supporting plans/annexes and an Emergency Management Organization (EMO) to address responses to major emergency or disaster events.

Wasco County public officials, departments, and employees that perform emergency and/or first response functions must be properly prepared. Department heads and elected officials shall, to the extent possible, ensure that necessary training is provided to themselves and their employees as to further prepare Wasco County staff for successfully carrying out assigned emergency response roles. To the extent possible, procurement and maintenance of essential response equipment will also be accomplished in support of this goal.

All emergency response personnel and essential support staff in Wasco County must be familiar with this plan and the supporting procedures and documents.

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Letter of Promulgation

To all Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the four phases of emergency management, which are:

- **Mitigation:** activities that eliminate or reduce the probability of disaster;
- **Preparedness:** activities that governments, organizations, and individuals develop to save lives and minimize damage;
- **Response:** activities that prevent loss of lives and property and provide emergency assistance; and
- **Recovery:** short and long-term activities that return all systems to normal or improved standards.

This plan has been approved by the Wasco 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.

Scott Hege, Commissioner

Sherry Holliday, Commissioner

Rod Runyon, Commissioner

DATE

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Plan Distribution List

Copies of this plan have been provided to the following jurisdictions, agencies, and persons. Updates will be provided. The recipient will have the responsibility for updating the Emergency Operations Plan when changes are received. The Wasco County Emergency Manager is ultimately responsible for all plan updates.

| Date | No. of Copies | Jurisdiction/Agency/Person |
|------|---------------|---|
| | 3 | Wasco County Board of Commissioners* |
| | 1 | Wasco County Emergency Management* |
| | 1 | Wasco County Emergency Operations Center* |
| | 1 | Wasco County Sheriff’s Office* |
| | 1 | Wasco County Communications Center* |
| | 1 | Wasco County Public Works Department* |
| | 1 | North Central Public Health District* |
| | 1 | Wasco County Assessor* |
| | 1 | Wasco County Planning Department* |
| | | Area Fire Districts and Departments |
| | | Area Hospitals |
| | | Area Law Enforcement Agencies |
| | | Area Public Works Agencies |
| | | Area Utilities |
| | | |
| | | |
| | | |

** Provide hard copies of the EOP. Copies to additional agencies will be distributed electronically.*

Emergency Operations Plan Review Assignments

Unless otherwise stated, the following is the annex and ESF assignments for corrections and/or changes. Changes will be forwarded to the Emergency Manager for revision and dissemination of the plan. Responsibility for the maintenance of these specific annexes lies within those listed below. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

| Section/Annex | Responsible Party |
|--|---|
| Basic Plan | Wasco County Emergency Management |
| Emergency Support Function Annexes | |
| ESF 1 Transportation | Wasco County Public Works Wasco County Emergency Management |
| ESF 2 Communications | Wasco County Communications Center Wasco County Sheriff's Office Wasco County Information Services |
| ESF 3 Public Works and Engineering | Wasco County Public Works City Public Works Departments |
| ESF 4 Firefighting | Area Fire Districts and Departments |
| ESF 5 Emergency Management | Wasco County Emergency Management |
| ESF 6 Mass Care, Emergency Assistance, Housing and Human Services | North Central Public Health District Mid-Columbia Center for Living American Red Cross |
| ESF 7 Logistics Management and Resource Support | Wasco County Emergency Management Finance Department |
| ESF 8 Public Health and Medical Services | North Central Public Health District Area Ambulance Service Providers Area Hospitals |
| ESF 9 Search and Rescue | Wasco County Sheriff's Office Oregon State Fire Marshal (USAR) |
| ESF 10 Oil and Hazardous Materials | Area Fire Districts and Departments |
| ESF 11 Agriculture and Natural Resources | Wasco County Emergency Management North Central Public Health District Wasco County Extension (OSU) |
| ESF 12 Energy | Wasco County Emergency Management Area Utilities |
| ESF 13 Public Safety and Security | County Sheriff's Office Area Law Enforcement Agencies |

| Section/Annex | Responsible Party |
|-------------------------------------|--|
| ESF 14 Long-Term Community Recovery | Wasco County Assessor Wasco County Planning Wasco County BOC Wasco County Chamber of Commerce |
| ESF 15 External Affairs | Wasco County BOC |
| Support Annexes | |
| SA A Evacuation | Wasco County Emergency Management |
| Incident Annexes | |
| IA 1 Severe Weather/Landslides | Wasco County Emergency Management |
| IA 2 Flood/Dam Failure | Wasco County Emergency Management |
| IA 3 Drought | Wasco County Emergency Management |
| IA 4 Earthquake | Wasco County Emergency Management |
| IA 5 Volcano | Wasco County Emergency Management |

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- ESF 7 – Logistics Management and Resource Support
- ESF 8 – Public Health and Medical Services
- ESF 9 – Search and Rescue
- ESF 10 – Oil and Hazardous Materials
- ESF 11 – Agriculture and Natural Resources
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Support Annexes

- SA A – Evacuation

Incident Annexes

- IA 1 – Severe Weather/Landslides
- IA 2 – Flood/Dam Failure
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Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for Wasco County's (County) 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, county 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 the County departments and personnel when an incident occurs. The EOP 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.

1.2 Purpose and Scope

1.2.1 Purpose

The County EOP provides a framework for coordinated response and recovery activities during an emergency. This plan is primarily applicable to extraordinary situations and is not intended for use in response to typical, day-to-day, emergency situations. This EOP complements the State of Oregon Emergency Operations Plan (State EOP) and the National Response Framework (NRF).

1.2.2 Scope

The County EOP is intended to be activated whenever the County must respond to an unforeseen incident or planned event, the size or complexity of which is beyond that normally handled by routine operations. Such occurrences may include natural or man-made disasters and may impact the county itself or neighboring counties. Notwithstanding its reach, this plan is intended to guide

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only the County’s emergency operations, complementing and supporting implementation of the emergency response plans of the various local governments, special districts, and other public and private-sector entities within and around the County but not supplanting or taking precedence over them.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations and others who may participate in emergency response efforts.

1.3 Plan Activation

Once promulgated by the 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.

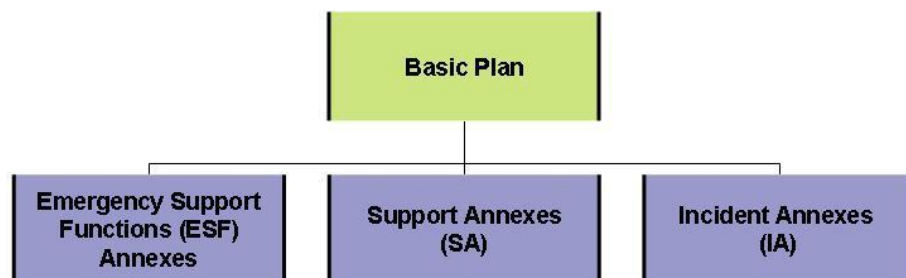
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

1.4 Plan Organization

The County EOP is comprised of four main elements:

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

Figure 1-1 Plan Organization



1. Introduction

1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the County has structured its emergency management organization, including the emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers;
- Describe the context under which the County will respond to an incident, including a community profile and discussion of hazards and threats facing the community;
- Assign and describe roles and responsibilities for the County agencies tasked with emergency preparedness and response functions;
- Describe a concept of operations for the County that provides a framework upon which the County will conduct its emergency operations and coordinate with other agencies and jurisdictions;
- Describe the County's emergency response structure, including activation and operation of the County Emergency Operations Center (EOC) and implementation of the ICS; and
- Discuss the County's protocols to maintain and review this EOP, including training, exercises, and public education components.

1.4.2 Emergency Support Function Annexes

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

| Annex | Function |
|--------------|---|
| ESF 1 | Transportation |
| ESF 2 | Communications |
| ESF 3 | Public Works and Engineering |
| ESF 4 | Firefighting |
| ESF 5 | Emergency Management |
| ESF 6 | Mass Care, Emergency Assistance, Housing and Human Services |

| Annex | Function |
|--------------|--|
| ESF 7 | Logistics Management and Resources Support |
| ESF 8 | Public Health and Medical Services |
| ESF 9 | Search and Rescue |
| ESF 10 | Oil and Hazardous Materials Response |
| ESF 11 | Agricultural and Natural Resources |
| ESF 12 | Energy |
| ESF 13 | Public Safety and Security |
| ESF 14 | Long Term Recovery |
| ESF 15 | External Affairs |

1.4.3 Support Annexes

Support Annexes describe how County departments and agencies, the private sector, volunteer organizations, and nongovernmental organizations coordinate and execute the common support processes and administrative tasks required during an incident. The actions described in the Support Annexes are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

The SAs also include functions that did not fit within the scope of the ESF annexes listed above.

| Annex | Function |
|--------------|-----------------|
| SA A | Evacuation |

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. Request for such assistance would come from County Emergency Management.

1.4.4 Incident Annexes

Additionally, Incident Annexes are included with the Basic Plan to 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 conducted for the County.

| Annex | Hazard |
|--------------|---------------------------|
| IA 1 | Severe Weather/Landslides |
| IA 2 | Flood/Dam Failure |
| IA 3 | Drought |
| IA 4 | Earthquake |
| IA 5 | Volcano |

1.5 Relationship to Other Plans

While the EOP provides the framework for emergency operations within Wasco 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 Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System (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 across jurisdictions.

1.5.1.2 National Response Framework

The National Response Framework (NRF) is a guide to how the federal government conducts all-hazards response. It is built upon scalable, flexible and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

The NRF organizes the types of Federal response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

1.5.1.3 National Disaster Recovery Framework

The 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,

1. Introduction

social, economic, natural and environmental fabric of the community and build a more resilient Nation.

The NDRF defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 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 (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the emergency management organization; contains Functional Annexes that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.

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- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

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 and/or
- An affected city or county fails to act.

1.5.3 County Emergency Plans

1.5.3.1 Hazard Mitigation Plan

The Wasco County Natural Hazard Mitigation Plan identifies activities that assist the County in reducing risk and preventing loss from future natural hazard events. The action items address multi-hazard issues, as well as activities for flood, landslide, severe winter storm, windstorm, wildfire, earthquake, and volcanic eruption. This plan identifies the major natural hazards the county is likely to face and provides a basis for mitigation, response and recovery activities.

1.5.3.2 Continuity of Operations Plan

Wasco County policy requires each department and agency to develop a Continuity of Operations Plan (COOP)/Continuity of Government (COG) plan for implementation in the event a disaster affects the department's and agency's ability to conduct business. These plans may be used in conjunction with the

1. Introduction

EOP during various emergency situations. The COOP and COG detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Part of these plans identifies essential functions of county and local government, private sector businesses, and community services and delineates procedures developed to support their continuation. COOP/COG 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 determination 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.

1.5.4 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 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.

An EOP is currently in development for the City of The Dalles. Incorporated and unincorporated municipalities within Wasco County without an EOP are covered by the County plan.

1.5.5 Agency and Organization-Specific Plans

A number of agency-specific plans and organizational procedures are available to support the County EOP and individual ESFs. These plans and procedures are

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interrelated and have a direct influence on the county's preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, county, regional, and state agencies and entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

1.5.6 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 management.

1.5.7 Regional Emergency Plans

Wasco County is a partner in regional planning efforts, among them:

- Regional Mass Fatality Incident Response Plan
- Regional Mass Casualty Incident Plan
- North Central Public Health District (NCPHD) Public Health Emergency Plan

1.6 Authorities

1.6.1 Legal Authorities

In the context of the County EOP, a disaster or major emergency is considered 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 Wasco County Board of Commissioners (BOC) to declare a state of emergency.

The County conducts all emergency management functions in a manner consistent with the National Incident Management System (NIMS). Procedures for supporting NIMS implementation and training for the County have been developed and formalized by the County Emergency Management Organization (EMO).

As approved by the BOC, the Emergency Management Division of the Wasco County Sheriff's Office has been identified as the lead agency in the EMO. The

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Emergency Manager has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-4 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 Civil Defense Act of 1950, PL 81-950 as amended – The Disaster Relief Act of 1974, PL 93-288 as amended – Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 – Title III, of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended – Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance – EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988 – EO 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984 |
| State of Oregon |
| <ul style="list-style-type: none"> – ORS Chapter 401 – Emergency Management and Services – ORS Chapter 402 – Emergency Mutual Assistance Agreements – ORS Chapter 403 – Public Communications Systems – ORS Chapter 404 – Search and Rescue – ORS Chapter 431 – Public Health and Safety – ORS Chapter 476 – State Fire Marshal, Protection from Fire Generally – Oregon Emergency Operations Plan – Executive Order of the Governor |
| Wasco County |
| <ul style="list-style-type: none"> – None at this time |

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS Chapter 402) 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 Chapter 476 (the Oregon State Emergency Conflagration Act).

See Appendix D, for Existing Mutual Aid Agreement.

Copies of these documents can be accessed through the County Emergency Manager. 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 BOC 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.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

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

1.7.2 Declaration of Emergency

In the context of the county EOP, a disaster or major emergency is considered 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. The BOC will make an Emergency Declaration stating that an emergency exists and will specify a location or description of the affected area and jurisdictions included in the declaration. Under such conditions, this plan will be implemented. If possible, an Initial Damage Assessment will be conducted by local jurisdictions and/or the county prior to requesting state or federal assistance. Particular attention will be given to special needs populations to appropriately allocate resources necessary for providing critical services during an emergency.

OEM has set forth the following criteria necessary in declaring a local emergency:

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- Describe the circumstances impacting an identified area;
- Identify the problems for which assistance is needed; and
- Clearly state what has been done locally to respond to the impact and needs.

When an emergency or disaster arises, and it is determined conditions have progressed past the manpower, equipment, or other resource capabilities of the affected municipality or county department, a mayor or county department head will request that the following officials activate this EOP and the county Emergency Operations Center (EOC):

- Wasco County Emergency Manager
- Wasco County BOC
- Wasco County Sheriff

Wasco County's local declaration process involves an escalation through the County Emergency Manager to the BOC for a formal declaration of emergency or disaster. The declaration will be forwarded to the State of Oregon for review by the Governor. If the governor issues an emergency or disaster declaration, OEM will be contacted via the OERS for allocation of state resources to support the response. Example emergency/disaster declaration templates for Wasco County and incorporated cities are included in Appendix A.

During a suspected or confirmed Public Health Emergency, the North Central Public Health District Director advises the BOC to make a declaration; the BOC then signs the declaration and forwards it to the state for review by the Governor. Human isolation and quarantine issues will be addressed by the North Central Public Health District Director. A board order to implement formal procedures must be requested and issued through the BOC. Following the issuance of a board order, isolation and quarantine measures would be implemented and enforced within the county.

Animal quarantine measures will be implemented through North Central Public Health District (Environmental Health Program) and DO NOT require a board order. 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. Most likely, support from the State Brand Inspector, state agricultural agencies, Cooperative Extension Services, and the Oregon Department of Human Services would be included in these procedures. Formal quarantine measures will be implemented, following existing procedures established in the Oregon Animal Disease Emergency Management Plan as set forth by Oregon Department of

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Agriculture (ODA). Response activities may also be supported by the ODA's Veterinary Emergency Response Teams (VERT).

1.7.3 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated.

The State OEM Operations Officer coordinates with the agencies represented in the State Emergency Coordination Center (State ECC) to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the 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 local emergency management organization or to the local 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.

1.7.4 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 Lines of Succession**

Table 1-5 provides the policy and operational lines of succession during an emergency for the County.

| Table 1-5 Lines of Succession | |
|---|--|
| Emergency Operations | Emergency Policy and Governance |
| Director of Emergency Services (Wasco County Sheriff) | County Chair |
| Any person designated by the Director | County Commissioners (in order of seniority) |
| Sheriff’s Chief Deputy | Wasco County Sheriff |
| Emergency Manager | Any person(s) designated by BOC Order |
| Sheriff’s Sergeant | |

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

1.8.2 Preservation of Vital Records

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

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the County Emergency Manager to the Director of OEM according to provisions outlined under ORS Chapter 401. Refer to ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the County.

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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.

1.9.2 Financial Management

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 BOC. If an incident in the County requires major redirection of County fiscal resources, the BOC 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 Oregon Emergency Management as necessary.

Expenditure reports should be submitted to the BOC and managed through the Treasurer's Office and the County Clerk to identify budgetary shortfalls. The County Personnel Director 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.

1.9.3 Legal Support and Liability Issues

Legal support for the County emergency management organization is provided by County Attorney.

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

1.9.4 Reporting and Documentation

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

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

Incident documentation should include:

- Incident and damage assessment reports.
- Incident command logs.
- Cost recovery forms.
- Incident critiques and after action reports.

All documentation related to the County's emergency management program will be maintained in accordance with Oregon 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 make contact with their supervisors and managers within the first 24 hours following an incident. 9-1-1 should not be utilized as a common communication mechanism unless it is reflective of a need for emergency assistance or resources. 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 maintaining overall response activities required to protect the community and overall county 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. North Central Public Health District maintains a Respiratory Control Policy and Procedure for all public health staff. Safety precautions and personal protective equipment 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.

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

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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 upon finalization of COOP/COG plans and other medical/health related procedures.

2

Situation and Planning Assumptions

2.1 Situation

The County is exposed to many hazards, all of which have the potential for disrupting the community, causing damage, and creating casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. There is also the threat of a war related incident such as a nuclear, biochemical or conventional attack. Other disaster situations could develop from hazardous material accidents, health related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

Wasco County spans approximately 2,400 square miles on the south shore of the Columbia River in the north central part of Oregon. The Mid-Columbia region begins just east of the Cascade mountain range and extends into the high plateaus of Oregon and Washington's Columbia Basin. In general, this region's geographical position results in a climate characterized by relatively mild temperatures, seasonal precipitation, mild winters, and dry summers. The Cascades serve as an effective moisture barrier for the majority of the Columbia River Gorge, causing storms to concentrate much of their moisture west of the peaks and leaving areas to the east in a "rain shadow."

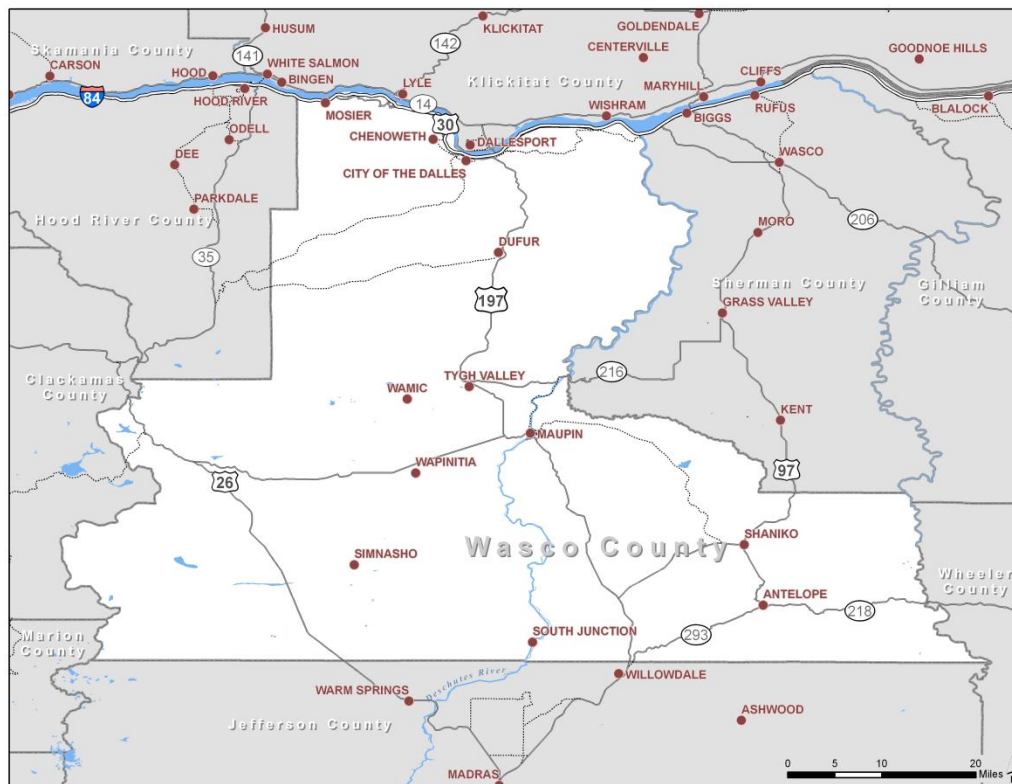
Wasco County is bordered on its north side by the Columbia River; to its south, it borders a portion of the high desert area of central Oregon. To the west rise the Cascade Mountains, and to the northwest, the Columbia River Gorge. The Columbia River is the only fresh-water corridor for ocean-going commerce on the entire West Coast of North America, and the only water-grade route through the Cascade Range between Canada and California. To the east, Wasco County borders Sherman County.

Along the Columbia River are low-lying bottomlands, from which a series of alluvial plains and terraces extend southward. Land elevations rise from less than 100 feet on the Columbia River and floodplains to over 4,000 feet above mean sea level. The western half of Wasco County lies at the eastern end of the Columbia River Gorge; once away from the Gorge, the County is comprised of a series of rolling hills and valleys that extend south into central Oregon. The major driving route is Interstate 84, which leads west to the metropolitan areas of Portland,

2. Situation and Assumptions

Oregon. Interstate 84 and State Highways 97 and 197 provide access to the county's major population centers and recreational opportunities.

Figure 2-1 Map of Wasco County



According to the 2010 census estimates, approximately 13.4% of Wasco County's population over the age of five speaks a language other than English at home. An inability to speak or read English may present a challenge to emergency managers since instructions for self-protective action and general disaster information are usually provided only in English. In certain areas of Wasco County, it may be advisable for emergency managers and emergency response agencies to arrange for translation of the instructions and for providing information in different languages.

Wide variation exists in the vulnerability of the developmentally disabled population in Wasco County. Some developmentally disabled individuals may have strong support networks and a high level of care provided by friends, family, and care providers, while others may not. Some individuals may be largely self-reliant; others may have additional disabilities in addition to their developmental disabilities. Ten percent of Wasco County's developmentally disabled population is wheelchair bound, and approximately 2% of the county population—476 residents in 2000—suffers from a mental illness.

2. Situation and Assumptions

A major disaster or emergency will cause environmental damage, injuries, property loss, and disruption of essential public services and could impact regional economic, physical, and social infrastructures. The extent of casualties and damage will reflect factors such as when the event occurs, how severe it is, weather conditions, population density, and the possible triggering of secondary risks, such as fires and floods. Initial emergency response activities focus primarily on minimizing loss of life, property, and damage to critical infrastructure, including cultural and economic assets. Historically, these activities have been carried out by traditional first responders, such as fire services and law enforcement. Local governments develop, maintain, and implement emergency plans and associated training programs that address all hazards. Agency-specific procedures and protocols established for support functions and critical tasks will be implemented in conjunction with the County EOP as needed or required.

A number of emergency situations can result in overwhelming the capabilities and resources of local governments and jurisdictions during response operations. Thus, it is imperative this jurisdiction establish clear lines of authority, formalize resource request and allocation procedures, and activate contingency plans, including mutual aid agreements, to acquire additional regional, state, and federal resources as needed.

2.1.2 Hazards and Threats

A wide range of natural and human-caused hazards and threats have the potential to disrupt the community, causing casualties and/or damaging property and the environment. These are discussed in the following sections. Additional detail can be found in the Wasco County Hazard Identification and Vulnerability Analysis.

2.1.2.1 Drought

Drought is a condition of climatic dryness severe enough to reduce soil moisture and water below the minimum necessary for sustaining plant, animal, and human life systems.

In every drought, agriculture has felt the impact, especially in non-irrigated areas such as farms. Droughts have left their major impact on individuals (farm owners), on the agricultural industry and, to a lesser extent, on other agriculture-related sectors.

There is increased danger of forest fires. Millions of board feet of timber have been lost. In many cases, erosion has occurred which caused serious damage to aquatic life, irrigation, and power development by heavy silting of streams, reservoirs, and rivers.

Low stream flows have created high temperatures, oxygen depletion, disease, and lack of spawning areas for fish resources.

2. Situation and Assumptions

All of the above effects result in economic and revenue losses for business, cities and the county.

History suggests a high probability of occurrence. The entire population of the county is vulnerable to the effects of drought. Transportation and communications infrastructure would be minimally impacted, if at all. As growth places more pressure on limited local resources, future impacts may be greater, suggesting high vulnerability. A high risk rating is assigned.

Nearly all areas of the county may be vulnerable to drought.

2.1.2.2 Earthquake

An earthquake is the shaking of the ground caused by an abrupt shift of rock along a fracture in the earth, called a fault. There are three categories of quakes and each type may affect Wasco County. The first is a shallow or crustal quake. These occur at a depth of 5 to 10 miles beneath the earth's surface. These quakes are associated with fault movement within a surface plate. The second type of earthquake is an intraplate, or "deep" earthquake. Intraplate quakes occur when an earthquake on a geologic plate affects another plate. In Pacific Northwest geology, intraplate quakes happen when the Juan de Fuca plate breaks up underneath the continental plate, approximately 30 miles beneath the earth's surface. The third type of quake is a subduction zone earthquake. These occur when two converging plates become stuck along their interface. Continued movements between the plates will build up energy across the locked surface until the plates abruptly slip along the interface when the strain is released.

The entire county population, property, commerce, infrastructure and services may be vulnerable to an earthquake. The scope of damage is a function of earthquake magnitude and level of preparedness. Damage could range from minimal to moderate loss of life and destruction of property.

Most injury, death, and property damage in an earthquake result from seismic impacts on structural and non-structural materials. The vulnerability of certain areas partially depends on the types of structures in that area. A wood frame residential structure that is adequately secured to the foundation is relatively safe. Un-reinforced masonry buildings are at greatest risk from seismic impacts. Most injuries in earthquakes result from non-structural materials such as light fixtures, equipment, and furniture, falling on people and causing injury.

There is really no past "recent" history of major earthquakes in Wasco County. County residents have felt some earthquakes distant from Wasco County. Even with this lack of history, geology clearly shows that the county has been impacted by significant events in the last 500 years. It is this 500 year history that Oregon Department of Geology and Mineral Industries based the 1999 damage estimates on.

2. Situation and Assumptions

2.1.2.3 Floods

The main cause of Northwest floods is the moist air masses that regularly move over the region in the winter. In Wasco County, the weather that produces the most serious flooding events are extensive wet conditions that follow a period of mid and high elevation ice and snow pack development.

Riverine and flash floods may both occur in Wasco County. Riverine floods happen when the amount of water flowing through a river channel exceeds the capacity of that channel. Riverine floods are the most common type of flooding. Flash flooding occurs during sudden rainstorms when a large amount of rain falls in a very short period of time. These happen in steeply sloping valleys and in small waterways.

A secondary category of flood is the storm water or urban flood. Storm water flooding occurs when runoff from rainfall concentrates in developed areas, drainage, and low-lying areas. Poor drainage, elevated groundwater levels, and ponding are all symptoms of storm water flooding that can cause property damage.

Storm water flooding should be a concern in Wasco County because of rapid development. In the February 1996 flooding there were a surprising number of properties that were impacted that were not near a tributary. Instead these properties were in poorly drained areas where ponding and runoff patterns caused basements to flood and other types of water damage. Not all of this is due to development. Natural soil conditions and geological features often determine drainage patterns.

Many rivers in Wasco County historically flood every few years. These include the White River, the Deschutes River and the Columbia River. Flooding on these rivers usually occurs between October and February. Long periods of heavy rainfall and mild temperatures coupled with snowmelt contribute to flooding conditions.

Wasco County participates in the National Flood Insurance Program and has developed local ordinances to better regulate and direct development in flood plain areas. These local ordinances regulate planning, construction, operation, and maintenance of any structures, and improvements, private or public. They work to insure that these developments are properly planned, constructed, operated, and maintained to avoid adversely influencing the regimen of a stream or body of water or the security of life, health, and property against damage by flood water. Additionally, recent steps have been taken to mitigate the effects of flooding.

Historically, flooding occurs along one or more of the County's waterways every few years, suggesting a moderate probability of occurrence. Because of the relative land area and population affected, the County is exposed to moderate vulnerability. The frequency of flooding, the potential for simultaneous flooding

2. Situation and Assumptions

events, plus the historical record of recurrent flooding and cumulative costs, all suggest the assignment of a moderate risk rating.

2.1.2.4 Wildfire

Any instance of uncontrolled burning within a forested area is a wildland fire, whereas uncontrolled burning in grassland, brush, or woodlands is classified as a wildfire.

Wasco County's fire season usually runs from mid-May through October. However, any prolonged period of lack of precipitation presents a potentially dangerous problem. The probability of a wildland fire in any one locality on a particular day depends on fuel conditions, topography, the time of year, the past and present weather conditions, and the activities (debris burning, land clearing, camping, etc.) which are or will be taking place.

Historically, it appears that the instance of wildfire is increasing through the region. Additionally, the existence of open range lands and large forested areas, increasing population and recreational activities, and the uncertain impact of a changing climate combine to suggest a high probability of occurrence. The destruction of large tracts of forest land would have immediate economic impact to the community through lost jobs, reduced taxes, and increased public support while collateral economic and social effect could impact the County for years, suggesting high vulnerability. Accordingly, a high risk rating is assigned.

2.1.2.5 Landslide

Landslides are the sliding movement of masses of loosened rock and soil down a hillside or slope. The term landslide includes a wide range of ground movement, such as rock falls, deep failure of slopes, and shallow debris flows. It is most common for landslides to occur on water saturated slopes when the base of the slope can no longer support the weight of the soil above it. Landslides are commonly associated with heavy rain and flooding conditions but they may also be associated with earthquakes (the 1994 Northridge Earthquake caused an estimated 11,000 landslides) and with volcanic activity.

Slides in Wasco County generally range in size from thin masses of soil of a few yards wide to deep-seated bedrock slides. Travel rate may range in velocity from a few inches per month to many feet per second, depending largely on slope, material, and water content. The recognition of ancient dormant slide masses is important as they can be reactivated by earthquakes or unusually wet winters. Also, because they consist of broken materials and disrupted ground water, they are more susceptible to construction-triggered sliding than adjacent undisturbed material.

Wasco County has several areas where landslides have taken place and many areas that are susceptible to landslides. The slopes above the Columbia River are particularly susceptible.

2. Situation and Assumptions

Wasco County has a history of landslides suggesting a moderate probability of occurrence. Landslides tend to occur in isolated, sparsely developed areas threatening individual structures and remote sections of the transportation, energy and communications infrastructure suggesting low vulnerability. Because of the moderate probability of occurrence, a moderate risk rating is assigned.

2.1.2.6 Severe Weather

Wasco County is vulnerable to a variety of severe storm hazards. Tornadoes are described separately. Ice, snow, and windstorms all have the ability to severely impact the County. Severe local storms seldom cause death and serious property damage but they can cause major utility and transportation disruptions.

All of the hazards described above impact communities in similar ways. Even moderate storms can bring down power lines, and tree and tree limbs obstructing roadways and falling onto houses and other structures with enough force to cause damage. Downed power lines create widespread electrical hazards. Severe windstorms will usually cause the greatest damage to ridgelines that face into the winds. There is an additional hazard in newly developed areas that have been thinned of trees to make way for new structures. Large unprotected trees in these areas are more likely to fall. Severe storms causes massive power and telephone outages. Severe storms in Wasco County have left many without power. In certain areas it may take several days for utility providers to restore power. This can create life-threatening problems for people with life support equipment such as dialysis machines, respirators, and oxygen generators.

Severe local storms create hazardous driving conditions that can slow down or completely inhibit traffic. This can hinder police, fire, and medical responses to urgent calls. These types of storms also can wreak havoc on first response operations. Law enforcement resources are often tied up in responding to welfare inquiries and in traffic control, while fire departments are tied up with electrical hazards and debris removal. The long-term challenge for severe local storms is in debris removal. Hundreds of tons of debris can pile up in residential and commercial areas.

The entire County is vulnerable to the effects of a storm. High winds can cause widespread damage to trees and power lines and interrupt transportation, communications, and power distribution. Prolonged heavy rains cause the ground to become saturated, rivers and streams to rise, and often results in local flooding and landslides.

Storm history suggests a high probability of occurrence. Historical damage and cumulative costs of destructive storms suggest high vulnerability. Accordingly, a high risk rating is assigned.

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2.1.2.7 Tornado

Tornadoes are the most violent weather phenomena known. They are characterized by funnel clouds of varying sizes that generate winds as high as 500 miles per hour. They can affect an area of $\frac{1}{4}$ to $\frac{3}{4}$ of a mile and seldom more than 16 miles long. Tornadoes normally descend from the large cumulonimbus clouds that characterize severe thunderstorms. They form when a strong crosswind (sheer) intersects with strong warm updrafts in these clouds causing a slowly spinning vortex to form within a cloud. Eventually, this vortex may develop intensity and then descend to form a funnel cloud. When this funnel cloud touches the ground or gets close enough to the ground to affect the surface it becomes a tornado. Tornadoes can come from lines of cumulonimbus clouds or from a single storm cloud. Tornadoes are measured using the Fujita Scale ranging from F0 to F6.

Tornadoes are not normal occurrence in the Northwest the way they are in the Midwest. Tornadoes require a confluence of warm surface temperatures and warm fronts coming from the south with cold fronts coming from the north. Northwest climates do not normally generate the temperature variations conducive to tornado formation. Oregon is ranked 43 in the US for total number of tornadoes. Nonetheless, the tornado threat should be taken very seriously. The conditions conducive to tornado formation rarely develop in Wasco County and it is uncommon for funnel clouds to be reported in this region.

With the exception of the April 1972 disaster occurring in Clark County, Washington tornadoes in Washington and Oregon tend to be light or moderate, with winds ranging from 40 to 112 mph. There are notable minorities of tornadoes that cause significant to severe damage with winds going as high as 200 mph. The peak season for tornadoes is April through July. However, tornadoes may occur in the late summer months and, in a few rare cases, may occur in the winter months. While tornadoes are sometimes formed in association with large Pacific storms, most of them are caused by intense local thunderstorms. Tornadoes almost exclusively occur in the late afternoon and early evening.

It has not been demonstrated that there is a likelihood of tornadoes impacting Wasco County. Typically, Pacific Northwest tornadoes are moderate but it is possible for serious tornadoes to develop causing death and serious injury.

History suggests a low probability of occurrence and low vulnerability. A low risk rating is assigned.

2.1.2.8 Volcano

A volcano is a vent in the earth's crust through which molten rock, rock fragments, gases or ashes are ejected from the earth's interior. Volcanoes are a deadly hazard. From 1980 to 1995 volcanoes killed approximately 29,000 people, forced the evacuation of 830,000 people, and caused economic losses in excess of \$3 billion (Simkin and Siebert, 1994)

2. Situation and Assumptions

Mount Hood has erupted intermittently for hundreds of thousands of years, but historical observations are meager, so most of our information about its past behavior comes from geologic study of the deposits produced by prehistoric events. Observations of recent eruptions at other similar volcanoes around the world allow us to better understand what future eruptions of Mount Hood might be like.

Wasco County may be impacted by a volcanic eruption at any time. The above assessments of volcano hazards consider past activity to determine the most likely pattern and probability of a future eruption. It is possible that unexpected volcanic activity may occur that may significantly impact Wasco County.

The factor that most limits Wasco County's vulnerability to a major eruption of Mt. Hood is the modern capability to accurately detect eruptive activity well before an eruption occurs. The USGS constantly monitors seismic activity directly underneath Cascade volcanoes. Clusters or 'swarms' of small earthquakes underneath a volcano have proven to be a precursor to renewed volcanic activity. Mt. St. Helens and Mt. Hood are both closely monitored, in terms of ground movement and seismic activity. It is up to emergency managers and other responsible agencies to ensure an aggressive response to these warnings.

History suggests a low probability of occurrence. Because of potential impact to the White River and Deschutes River drainages from a lahar flow, there is low vulnerability. Because Mt. Hood is relatively quiet, this hazard is assigned a low risk rating.

2.1.2.9 Dam Failure

Dam failures are release of impounded water due to structural deficiencies, which can affect lives and property downstream.

Dam failures can be caused by flooding, earthquakes, lack of maintenance and repair, operator error, poor construction, vandalism, or terrorism.

There are 7 dams in Wasco County. These dams are used for hydroelectric power generation, irrigation, and recreation.

In addition to the dams located in Wasco County, the county can also be affected by the failure of dams on the Columbia River upstream from Wasco County. These dams are all well maintained, operated with 24-hour staffing and inspected on a regular basis.

Oregon experiences a dam failure on a frequency of approximately once every two years. The majorities of failures were in whole or part the result of a failure to perform adequate maintenance and monitoring of the facilities. Fiscal difficulties in this state increase the likelihood that dollars targeted for dam

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maintenance will be spent on more immediate needs. This reduced prospects for improving the performance of smaller dams in the current economic climate.

Failure of a dam can have many effects such as loss of life, damage to structures, roads, utilities, and crops. Economic losses can also result from a lowered tax base and lack of power profits.

History suggests a low probability of occurrence. The failure of a high hazard dam would threaten a small segment of the County suggesting low vulnerability. Because there has not been a major dam failure in Wasco County, and the three high hazard dams are well maintained and operated providing no reason to suspect a compromise in structural integrity barring a natural disaster or terrorist action, a low risk rating is assigned.

2.1.2.10 Energy Emergencies

Energy emergencies may involve various types of energy resources. Emergencies can develop quickly, such as when Middle East countries embargo petroleum, or they can develop slowly, such as when demand out paces the siting of new generation plants. Energy emergencies of one type often affect other types of energy resources, such as when a loss of electricity makes it impossible to pump gasoline.

All areas of Wasco County are susceptible to petroleum, electrical, and natural gas shortages.

Wasco County is vulnerable to many localized, short-term energy emergencies, brought about by numerous disasters such as wind and ice storms. Most of these emergencies are handled by the affected industry, with support provided by the state as requested. Wasco County is also vulnerable to major energy shortages.

Major effects of energy shortages include inconvenience to consumers, reduced heating and lighting capability, reduced production in all sectors, potential failure of transportation, water and waste, communication, information, and banking systems. Energy emergencies can seriously hamper emergency response capabilities and should be planned for at both the local and state level.

Petroleum shortages can occur at any time. However, most oil shortages are due to the inability of local distribution systems to meet rapidly increasing demand brought about by panic buying and hoarding. These shortages can be averted by encouraging normal purchasing practices. Countywide petroleum shortages are less likely. However, because world oil supplies all trade on open markets, any regions oil supply is subject to world demand.

Wasco County is connected to a regional electrical transmission grid that has major connections with other grids out-of-region, including British Columbia, Montana, California, and other southwest states. In general, even if Wasco County is short of electricity, (due to drought, for example), it can be purchased

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from elsewhere. The result is higher cost electricity, rather than inadequate supply. Because most out-of-region power is thermal, it is not affected by drought.

Natural gas shortages typically occur during cold weather and historically have meant curtailment for industries. In the future, as natural gas use continues to grow, and if it takes off as an alternative transportation fuel, Wasco County's pipeline capacity may be insufficient to meet demand. If new capacity lags demand, shortages could develop.

Previous energy shortages suggest a moderate probability of occurrence. The impact of a critical shortage would affect the entire county, either directly or through higher costs of services suggesting a moderate to high vulnerability. A moderate risk rating is assigned.

2.1.2.11 Hazardous Materials

Hazardous materials include chemicals used in manufacturing, household chemicals, crude oil and petroleum products, pesticides, herbicides, fertilizers, paints, medical wastes, radioactive materials and a host of other substances. Their manufacture, transport, storage, use and disposal may place public, property, and the environment at risk from their inadvertent or an intentional release.

Hazardous materials incidents may occur at any time and any place, when and where such materials are present under circumstances in which they may be released in sufficient volume and proximity to sensitive receptors and/or environments. The potential impact is dependent on the nature of the material, conditions of the release, and area involved. Releases may be small and easily handled with locally available emergency response resources or rise to the catastrophic level with immediate effect and long-term public health and environmental consequences.

Hazardous materials incidents can happen at fixed sites or during transportation. Hazardous materials are transported by air, rail, truck, and ship. All of these transportation modes are in use in and adjacent to Wasco County.

History of spill and leaks of hazardous materials at fixed sites, plus the inferred transport into and through the County, suggests a low probability of occurrence. A hazardous material spill generally impacts a relatively small area, but if that area is a populated area or a critical wildlife habitat, the impact could be significant, suggesting moderate vulnerability. Because of the magnitude of the potential risk posed by the transport of hazardous materials, a moderate-risk rating is assigned.

2.1.2.12 Terrorism and Civil Unrest

The Federal Bureau of investigation (FBI) has defined terrorism as "The unlawful use of force or violence against persons or property to intimidate or coerce a government; the civilian population; or any segment of it, in furtherance of

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political or social objectives.” The devastation which occurred at the Murrah federal building in Oklahoma City , the World Trade Center in New York and the Pentagon in Washington D.C., as well as the state of unset in the world today, points to the need to plan for the potential threats within our own communities.

The FBI categorizes terrorism in the United States as one of two types: domestic terrorism or international terrorism.

Domestic terrorism involves groups or individuals whose terrorist activities are directed at elements of our government or population without foreign direction.

International terrorism involves groups or individuals whose terrorist activities are foreign-based and/or directed by countries or groups outside the United States or whose activities transcend national boundaries.

A terrorist attack can take several forms depending on the technological means of the terrorist, the nature of the political issue motivating the attack, and the points of weakness of the terrorist targets. The five categories of terrorist incidents are biological, nuclear, incendiary, chemical and explosives. Bombings are the most frequently used terrorist method in the United States.

Potential sites, such as transportation routes, government institutions, dams, water supply sources, power distribution systems, communications terminals, and financial centers are all susceptible to terrorism within the county. Random acts of violence such as detonation of an explosive device in a public area also is within the scope of terrorism.

Wasco County and its citizens have no immunity to potential terrorist activity within its borders. The potential occurrences could be the result of actions from domestic or international groups. The terrorist actions could be expected to come about as a result of grievances, real or imagined, toward activities of some governmental entity, federal or state, or as retaliation for some governmental act.

Although there has been a general increase in terrorist activity worldwide, history suggests a low probability of occurrence. Although terrorist tend to choose relatively easy targets and activities, their impact could affect a large segment of the community suggesting a moderate vulnerability. Accordingly, a moderate risk rating is assigned.

2.1.2.13 Public Health Emergency

A pandemic is a global disease outbreak. Although scientists cannot predict the specific consequences of any pandemic, it is likely that all groups of people would be seriously affected.

Citizens in all areas of Wasco County would be vulnerable to a pandemic illness. Outbreaks are expected to occur in one or more waves.

2. Situation and Assumptions

History suggests a moderate probability of occurrence. Even in an “average” event, a large percentage of the population would be affected- a very large percentage of people would be affected in worst case scenario. Therefore, there is a high level of vulnerability. A high risk rating is assigned.

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 discrete hazard as a singular event.

| Hazard | Rating Criteria with Weight Factors | | | | Total Score |
|---|-------------------------------------|--------------------------------------|------------------------------------|------------------------------------|-------------|
| | History ¹ (WF=2) | Vulnerability ² (WF=5) | Max Threat ³ (WF=10) | Probability ⁴ (WF=7) | |
| <i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i> | | | | | |
| Severe Weather | 9 X 2 = 18 | 9 X 5 = 45 | 9 X 10 = 90 | 9 X 7 = 63 | = 216 |
| Drought | 8 X 2 = 16 | 8 X 5 = 40 | 8 X 10 = 80 | 8 X 7 = 56 | = 192 |
| Wildfire | 10 X 2 = 20 | 6 X 5 = 30 | 7 X 10 = 70 | 10 X 7 = 70 | = 190 |
| Pandemic | 5 X 2 = 10 | 10 X 5 = 50 | 9 X 10 = 90 | 5 X 7 = 35 | = 185 |
| Category A Agent | 2 X 2 = 4 | 8 X 5 = 40 | 10 X 10 = 100 | 2 X 7 = 14 | = 158 |
| Flood | 7 X 2 = 14 | 3 X 5 = 15 | 5 X 10 = 50 | 9 X 7 = 63 | = 142 |
| HAZMAT – Transportation | 2 X 2 = 4 | 5 X 5 = 25 | 7 X 10 = 70 | 5 X 7 = 35 | = 134 |
| Hazmat – Fixed Site | 2 X 2 = 4 | 5 X 5 = 25 | 5 X 10 = 50 | 5 X 7 = 35 | = 114 |
| Earthquake | 4 X 2 = 8 | 5 X 5 = 25 | 5 X 10 = 50 | 4 X 7 = 28 | = 111 |
| Energy Emergency | 4 X 2 = 8 | 3 X 5 = 15 | 5 X 10 = 50 | 5 X 7 = 35 | = 108 |
| Landslide/ Debris Flow | 4 X 2 = 8 | 4 X 5 = 20 | 4 X 10 = 40 | 5 X 7 = 35 | = 103 |
| Terrorism | 2 X 2 = 4 | 4 X 5 = 20 | 5 X 10 = 50 | 2 X 7 = 14 | = 88 |
| Dam Failure | 2 X 2 = 4 | 3 X 5 = 15 | 5 X 10 = 50 | 1 X 7 = 7 | = 76 |
| Volcano | 2 X 2 = 4 | 2 X 5 = 10 | 4 X 10 = 40 | 1 X 7 = 7 | = 61 |
| Tornado | 1 X 2 | 1 X 5 | 1 X 10 | 1 X 7 | = 24 |

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| Table 2-1 Wasco County Hazard Analysis Matrix | | | | | |
|---|-------------------------------------|--------------------------------------|------------------------------------|------------------------------------|-------------|
| Hazard | Rating Criteria with Weight Factors | | | | Total Score |
| | History ¹ (WF=2) | Vulnerability ² (WF=5) | Max Threat ³ (WF=10) | Probability ⁴ (WF=7) | |
| <i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i> | | | | | |
| | = 2 | = 5 | = 10 | = 7 | |
| Notes: | | | | | |
| <ol style="list-style-type: none"> 1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years. 2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected. 3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected. 4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period. | | | | | |

2.1.4 Capability Assessment

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

The County has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction’s prevention, protection, response and recovery capabilities involving the defined hazards. It will also further describe the jurisdiction’s limitations on the basis of training, equipment and personnel.

2.2 Assumptions

The assumptions upon which this EOP is predicated are:

- 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 staffs are trained and experienced in operating under the NIMS/ICS.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that state and federal assistance are required.

2. Situation and Assumptions

- State support of county emergency operations will be based on the principal of self-help. The county will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the state.
- 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.
- Wasco County's population can increase dramatically throughout the year, reflecting an influx of tourists, seasonal residents, daily visitors, and recreation enthusiasts. 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. Due to its proximity to the Columbia River and the cities, rivers, and mountains of central Oregon, Wasco County is considered a major Northwest tourist destination.
- Parts or all of Wasco County may be affected by environmental and technological emergencies within or near county lines.
- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets. A major power or country posturing for a nuclear attack would generally be recognized by a buildup of international tension to a crisis situation, allowing time for preparation.
- A terrorist-related incident or attack without warning may or may not occur. If such an attack occurs, Wasco County could be subject to radioactive fallout or other WMD effects. 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.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. This plan identifies alternate communication resources and EOCs. 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;

2. Situation and Assumptions

- Provided with assembly instructions; and
- Formally trained in their duties, roles, and responsibilities required during emergency operations.

3

Roles and Responsibilities

3.1 General

Local and 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 established to support response and recovery efforts maintains a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impacts, size of the incident(s), and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

Wasco County has developed a plan for implementation of the NIMS and to assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency. Each agency and department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies. A training roster that highlights levels and types of training completed by response personnel and essential support staff for the county must be maintained by individual agencies, volunteer organizations, private companies, and other community partners.

3.2 Emergency Management Organization

The emergency management organization for Wasco County is outlined in ESF 5 – Emergency Management. All incident management will follow the ICS and, when necessary, expand into the NIMS.

The Wasco County Emergency Manager will coordinate interdepartmental emergency operations and maintain ultimate responsibility for resolving conflicts regarding the application of limited resources to a variety of concurrent emergency situations. The preservation of human lives will take precedence over property protection for decisions involving resource allocation and prioritization. Responsibility for coordination of emergency activities with state, regional, tribal, and private partners resides with county Emergency Management and will be accomplished through established liaison roles within the incident or unified command structure.

3. Roles and Responsibilities

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 special needs, including those with service animals,
 - Individuals with household pets, and
- Encouraging residents to participate in volunteer organizations and training courses.

3.2.1.1 Board of Commissioners (BOC)

The BOC is primarily responsible for:

- Directing the overall preparedness program for the County;
- Making emergency policy decisions;
- Declaring a state of emergency when necessary;
- Implementing emergency powers of local government;
- Keeping the public and the State Emergency Management Office informed of the situation (through the assistance of the Public Information Officer);

3. Roles and Responsibilities

- Requesting outside assistance when necessary (either in accordance with existing Mutual Aid Agreements and/or then through the State Office of Emergency Management).

3.2.1.2 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, to include 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 BOC 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 the County and State OEM;
- Maintaining liaison with organized emergency volunteer groups and private sector partners.

3.2.1.3 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

3. Roles and Responsibilities

specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the Incident Commander.

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 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.

- Support EOC operations to ensure the County is providing for the public safety and protection of the citizens it serves.
- Establish, 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.
- Develop alert and notification procedures for department personnel.
- Develop operating guidelines to implement assigned duties specified by this plan.
- Track incident-related costs incurred by the department.
- Establish internal lines of succession of authority.
- Ensure that vehicles and other equipment are equipped and ready, in accordance with existing SOPs.
- Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assign personnel to the EOC as charged by this plan.
- Develop and implement procedures for protecting vital records, materials, and facilities.
- Promote family preparedness among employees.
- Ensure that staff complete any NIMS required training.
- Ensure that department plans and SOPs incorporate NIMS components, principles, and policies.

3. Roles and Responsibilities

- Allow staff time for preparedness training and participation in exercises.

3.2.3 Responsibilities by Function

This group includes those services required for an effective emergency management program of which response is a key element. These agencies include; fire departments, law enforcement, emergency medical service (EMS) agencies, 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 Transportation

Wasco County Public Works Department/Wasco County Emergency Management

- Planning for and identify high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (including 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, supporting Standard Operating Procedures (SOPs) and annexes.

See ESF 1 – Transportation for more details.

3.2.3.2 Communications

Alert and Warning

Wasco County Communications Center/Wasco County Sheriff's Office

3. Roles and Responsibilities

Once an emergency has occurred the following tasks are necessary to ensure that the proper agencies are notified that the emergency has occurred in order to facilitate a quick and coordinated response:

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

Communication Systems

Wasco County Communications Center/Information Services

The following tasks are necessary to ensure that the County maintains reliable and effective communications among responders and local government agencies during an emergency.

- Establish and maintain emergency communications systems.
- Coordinate use of all public and private communication systems necessary during emergencies.
- Manage and coordinate all emergency communication operated within the EOC once activated.
- Support the preparation and maintenance of ESF 2 - Communications, supporting SOPs and annexes.

See ESF 2 – Communications for more details.

3.2.3.3 Public Works and Engineering

Wasco County Public Works Department

The County public works department is responsible for the following tasks in an emergency:

- Barricading of hazardous areas.
- Prioritizing restoration of streets and bridges.
- Protecting and restoration of waste treatment and disposal systems.
- Augmentation of sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste water treatment system, and other public works facilities.
- Coordinating debris removal.

3. Roles and Responsibilities

- Assessing damage to County/City owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, supporting SOPs and annexes.

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

3.2.3.4 Firefighting

Area Fire Districts and Departments

County fire services are responsible for the following tasks:

- Providing fire prevention and suppression, emergency medical aid, prevention and inspection in order to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire hazards.
- Hazardous materials spills containment, clean-up, planning, and coordination.
- Inspecting of shelters for fire hazards.
- Supporting the preparation and maintenance of ESF 4 - Firefighting, supporting SOPs and annexes.

See ESF 4 – Firefighting for more details.

3.2.3.5 Emergency Management

Emergency Operations Center

Wasco County Emergency Management

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

- Directing and controlling local operating forces.
- Maintaining contact with neighboring jurisdictions, and the State ECC as appropriate.
- Maintaining the EOC in an operating mode at all times or be able to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and develop procedures for crisis training.

3. Roles and Responsibilities

- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

See Chapter 5 – Command and Control and ESF 5 – Emergency Management for more details.

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services

North Central Public Health District, Mid-Columbia Center for Living, American Red Cross

Wasco County Emergency Management, with support from the American Red Cross, is responsible for ensuring that the mass care needs of the affected population, such as sheltering, feeding, providing first aid, and reuniting families, are met. Relevant operations are detailed in ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services and ESF-11, Agriculture and Natural Resources of the County EOP; general responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking and equipping, etc.) for natural disaster.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from mental and emotional disturbances.
- Coordinating council of churches and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with American Red Cross).
- Identifying sources of clothing for disaster victims (may coordinate with other disaster relief organization).
- Securing source of emergency food supplies (with American Red Cross).
- Coordinating operations of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as American Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

3. Roles and Responsibilities

See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.7 Logistics Management and Resource Support

Wasco County Emergency Management/Finance Department

The following tasks are necessary to identify and acquire resources before and during an emergency:

- Establish procedures for employing temporary personnel for disaster operations.
- In cooperation with the Sheriff's Office and local police departments, establish and maintain a staffing reserve.
- Coordinate deployment of reserve personnel to County departments requiring augmentation.
- Establish emergency purchasing procedures and/or a disaster contingency fund.
- Maintain records of emergency related expenditures for purchases and personnel.
- Support the preparation and maintenance of ESF 7 – Resource Support, supporting SOPs and annexes.

See ESF 7 – Logistics Management and Resource Support for more detail.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

North Central Public Health District

The North Central Public Health District is responsible for coordinating public health services required to cope with the control of communicable diseases and non-communicable illness associated with major emergencies, disasters and/or widespread outbreaks caused by bioterrorism, epidemic or pandemic diseases, or novel and highly fatal infectious agents or biological or chemical toxin incidents in urban or rural areas in the County. The NCPHD Director also serves as the Health District representative for the County EMO. Relevant operations are detailed in ESF 6 - Mass Care, Emergency Assistance, Housing and Human Services and ESF 8, Public Health and Medical Services of the County EOP; general responsibilities include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and mental health organizations, including making provisions for access and functional needs populations.
- Coordinating regional Mass Fatalities Incident Plan.

3. Roles and Responsibilities

- Coordinating mass vaccination prophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and set-up of the Strategic National Stockpile Plan.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary, or as requested.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, supporting SOPs and annexes.

See ESF 8 – Public Health and Medical Services for more detail.

Emergency Medical Services

Area Ambulance Service Providers/Area Hospitals

- Coordinating provision of Emergency Medical Services.
- Requesting additional EMS assets as necessary.

See ESF 8 – Public Health and Medical Services for more detail.

3.2.3.9 Search and Rescue

Wasco County Sheriff's Office/Oregon State Fire Marshal's Office (USAR)

General responsibilities include:

- Coordinating available resources to search for and rescue persons lost in the out of doors.
- Cooperating with and extend assistance to surrounding jurisdictions on request and as resources allow.
- Establishing and monitor training standards for certification of Search and Rescue (SAR) personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue, supporting SOPs and annexes.

See ESF 9 – Search and Rescue for more detail.

3.2.3.10 Oil and Hazardous Materials Response

Hazardous Materials Response

Area Fire Districts and Departments/OSFM Regional HAZMAT Team

Oil and Hazardous Materials responsibilities include:

3. Roles and Responsibilities

- Maintaining a well-trained and equipped, multi-jurisdictional HAZMAT team and response vehicle.
- Responding to any spill, release, or abandonment of any oil, gasoline, or other petroleum product, any hazardous substance, or radioactive material.
- Serving as a technical resource to the Incident Commander.
- Initiating actions to protect responders and the public.
- Containing hazardous materials spills/releases.
- Supporting the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as appropriate.

Radiological Protection

OSFM Regional HAZMAT Team

General responsibilities include:

- Establish and maintain a radiological monitoring and reporting network.
- Secure initial and refresher training for instructors and monitors.
- Provide input to the statewide monitoring and reporting system.
- Under fallout conditions, provide City and County officials and department heads with information on fallout rates, fallout projections, and allowable doses.
- Coordinate radiological monitoring throughout the County.
- Provide monitoring services and advice at the scene of accidents involving radioactive materials.

See ESF 10 – Oil and Hazardous Materials for more detail.

3.2.3.11 Agriculture and Natural Resources

Wasco County Emergency Management/North Central Public Health District/Wasco County Extension (OSU)

General responsibilities include:

- Providing nutrition assistance.
- Responding to animal and plant diseases and pests.
- Ensuring the safety and security of the commercial food supply.

3. Roles and Responsibilities

- Protecting natural and cultural resources.
- Providing for the safety and well-being of household pets.
- Assisting in the continued development and maintenance of ESF 11 – Agriculture and Natural Resources.

See ESF 11 – Agriculture and Natural Resources for more detail.

3.2.3.12 Energy and Utilities

Wasco County Emergency Management/Area Utilities

General responsibilities include:

- Working with local energy facilities in restoration of damaged energy utility infrastructure and accompanying 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.
- Supporting the preparation and maintenance of ESF 12 - Energy, supporting SOPs and annexes.

See ESF 12 – Energy for more detail.

3.2.3.13 Public Safety and Security

Wasco County Sheriff's Office/Area Law Enforcement Agencies

County enforcement services are responsible for the following tasks:

- Enforcing the law and criminal investigations.
- Controlling traffic, crowds and maintaining site security.
- Maintaining isolation of damaged area.
- Reporting Damage and completing reconnaissance.
- Supporting disaster area evacuation.
- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, supporting SOPs and annexes.

See ESF 13 – Public Safety and Security for more information.

3. Roles and Responsibilities

3.2.3.14 Recovery

Wasco County Emergency Management/Wasco County Assessor/Wasco County Planning Department/Board of County Commissioners/Wasco County Chamber of Commerce

Recovery related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments. Identify and facilitate availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support provides assistance as needed.
- Providing support by locating, purchasing and coordinating delivery of resources necessary during or after an incident in the County.
- Supporting the preparation and maintenance of ESF 14 – Long-Term Community Recovery, supporting SOPs and annexes.

See ESF 14 – Long-Term Community Recovery for more detail.

3.2.3.15 External Affairs

Wasco County Board of Commissioners

The following tasks are necessary to ensure provision of reliable, timely, and effective information/warnings to the public at the onset and throughout a disaster:

- Conducting on going hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Arranging for media representatives to receive regular briefings on the County status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.

3. Roles and Responsibilities

- Handling unscheduled inquiries from the media and the public.
- Being aware of bilingual population centers within the County and prepare training and news releases accordingly.
- Supporting the preparation and maintenance of ESF 15 – External Affairs, supporting SOPs and annexes.

See ESF 15 – External Affairs for more details.

3.2.3.16 Evacuation and Population Protection

Wasco County Emergency Management

The following tasks are necessary to implement and support protective actions by the public and coordinate an evacuation:

- Defining responsibilities of County departments and private sector groups.
- Identifying high hazard areas and corresponding number 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.
- Preparing and maintaining supporting SOPs and annexes.

See SA A - Evacuation for more detail.

3.2.3.17 Damage Assessment

Wasco County Assessor/Wasco County Planning Department

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to EOC.
- Assisting in reporting and compiling information on deaths, injuries, dollar damage to tax supported facilities and to private property.

3. Roles and Responsibilities

- Assisting in determining geographic extent of damaged area.
- Compiling estimates of damage for use by County officials in requesting disaster assistance.
- Evaluating effect of damage on County economic index, tax base, bond ratings, insurance ratings, etc., for use in long range recovery planning.
- Supporting the preparation and maintenance of ESF 14 – Long-Term Community Recovery, supporting SOPs and annexes.

3.2.3.18 Legal Services

Wasco County Counsel

County Counsel is responsible for the following tasks in the event of an emergency:

- Advising County officials on emergency powers of local government and necessary procedures for invocation of measures to:
 - Implementing wage, price and rent controls,
 - Establishing rationing of critical resources,
 - Establishing curfews,
 - Restricting or deny access,
 - Specifying routes of egress,
 - Limiting or restrict use of water or other utilities,
 - Removing debris from publicly or privately owned property;
- Reviewing and advising County officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers which are required during an emergency.
- Advising County officials and department heads on record keeping requirements and other documentation necessary for the exercising of emergency powers.
- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to County [or City] government in disaster events.

3. Roles and Responsibilities

- Support the preparation and maintenance of the Basic Plan, ESFs, SOPs and Annexes.

3.2.3.19 Volunteer and Donation Management

Wasco County Emergency Management

Responding to incidents frequently exceeds the County's resources. Volunteers and donors can support response efforts in many ways and it is essential that the County plan ahead to effectively incorporate volunteers and donated goods into its response activities.

3.2.3.20 Coordination with Special Facilities

Board of Commissioners

Coordination with special facilities (e.g., schools, care facilities, correctional institutions) responsibilities includes:

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

3.2.3.21 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector. A list of supporting local and regional agencies can be found in the individual ESF 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

3. Roles and Responsibilities

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 they 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 (NGOs) play enormously important roles before, during, and after an incident. In the County, NGOs such as the American Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of NGOs in an emergency may include:

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

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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 an emergency supply kit and household emergency plan which 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 State Response Partners

Under the provisions of ORS 401, 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 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 emergency management organization and detailed roles and responsibilities for State departments.

3.5 Federal Response Partners

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

3. Roles and Responsibilities

See the National Response Framework for details on the Federal government’s emergency management organization and detailed roles and responsibilities for Federal departments.

3.6 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.

3. Roles and Responsibilities

Table 3-1 Wasco County Response Partners by ESF

| ESF | Scope (Federal) | Primary Local Agencies | Primary State of Oregon Agency | Primary Federal Agency |
|---|---|---|--|--|
| ESF 1 Transportation | <ul style="list-style-type: none"> ■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment | <p>Wasco County Public Works Wasco County Emergency Management</p> | <p>Department of Transportation</p> | <p>Department of Transportation</p> |
| ESF 2 Communications | <ul style="list-style-type: none"> ■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure | <p>Wasco County Communications Center Wasco County Sheriff’s Office Wasco County Information Services</p> | <p>Oregon Emergency Management</p> | <p>Department of Homeland Security (National Communications System)</p> |
| ESF 3 Public Works & Engineering | <ul style="list-style-type: none"> ■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services | <p>Wasco County Public Works City Public Works Departments</p> | <p>Department of Transportation</p> | <p>Department of Defense (U.S. Army Corps of Engineers)/Department of Homeland Security (FEMA)</p> |
| ESF 4 Firefighting | <ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations | <p>Area Fire Districts and Departments</p> | <p>Department of Forestry/Office of the State Fire Marshal</p> | <p>Department of Agriculture (U.S. Forest Service)</p> |
| ESF 5 Emergency Management | <ul style="list-style-type: none"> ■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management | <p>Wasco County Emergency Management</p> | <p>Oregon Emergency Management</p> | <p>Department of Homeland Security (FEMA)</p> |

3. Roles and Responsibilities

Table 3-1 Wasco County Response Partners by ESF

| ESF | Scope (Federal) | Primary Local Agencies | Primary State of Oregon Agency | Primary Federal Agency |
|--|---|--|--|--|
| ESF 6 Mass Care, Emergency Assistance, Housing & Human Services | <ul style="list-style-type: none"> ■ Mass care ■ Emergency assistance ■ Disaster Housing ■ Human services | North Central Public Health District Mid-Columbia Center for Living American Red Cross | Department of Human Services | Department of Homeland Security (FEMA) |
| ESF 7 Logistics Management & Resource Support | <ul style="list-style-type: none"> ■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.) | Wasco County Emergency Management Finance Department | Oregon Emergency Management | General Services Administration/Department of Homeland Security (FEMA) |
| ESF 8 Public Health & Medical Services | <ul style="list-style-type: none"> ■ Public health ■ Medical ■ Mental health services ■ Mass fatality management | North Central Public Health District Area Ambulance Service Providers Area Hospitals | Department of Human Services, Public Health Division | Department of Health and Human Services |
| ESF 9 Search & Rescue | <ul style="list-style-type: none"> ■ Life-saving assistance ■ Search and rescue operations | Wasco County Sheriff's Office Oregon State Fire Marshal (USAR) | Oregon Emergency Management/Office of the State Fire Marshal | Department of Defense/Department of Homeland Security (FEMA/U.S. Coast Guard)/Department of the Interior |
| ESF 10 Oil & Hazardous Materials | <ul style="list-style-type: none"> ■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup | Area Fire Districts and Departments | Department of Environmental Quality/Office of the State Fire Marshal | Environmental Protection Agency/Department of Homeland Security (U.S. Coast Guard) |

3. Roles and Responsibilities

Table 3-1 Wasco County Response Partners by ESF

| ESF | Scope (Federal) | Primary Local Agencies | Primary State of Oregon Agency | Primary Federal Agency |
|---|--|--|--|---|
| ESF 11 Agriculture & Natural Resources | <ul style="list-style-type: none"> ■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets | Wasco County Emergency Management North Central Public Health District Wasco County Extension (OSU) | Department of Agriculture | Department of Agriculture/Department of Interior |
| ESF 12 Energy | <ul style="list-style-type: none"> ■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast | Wasco County Emergency Management Area Utilities | Department of Administrative Services/Department of Energy/Public Utility Commission | Department of Energy |
| ESF 13 Public Safety & Security | <ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control | County Sheriff's Office Area Law Enforcement Agencies | Department of Justice/ Oregon State Police | Department of Justice |
| ESF 14 Long-Term Community Recovery | <ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation | Wasco County Assessor Wasco County Planning Wasco County BOC Wasco County Chamber of Commerce | Oregon Emergency Management | Department of Homeland Security (FEMA) /Housing and Urban Development/Small Business Administration |

3. Roles and Responsibilities

Table 3-1 Wasco County Response Partners by ESF

| ESF | Scope (Federal) | Primary Local Agencies | Primary State of Oregon Agency | Primary Federal Agency |
|---|---|-----------------------------|--|---|
| <p>ESF 15 External Affairs</p> | <ul style="list-style-type: none"> ■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs | <p>Wasco County BOC</p> | <p>Oregon Emergency Management</p> | <p>Department of Homeland Security (FEMA)</p> |

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4

Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire and police departments, sometimes also involving hospitals, local health departments, and regional response teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. In all emergency situations and circumstances, saving and protecting human lives receive priority.

The basic concept of emergency operations focuses on managing and using all available resources in the county for effectively responding to all types of emergencies. When emergency situations arise and it is determined normal organization and functions of county government are insufficient to effectively meet response activities needs, the Emergency Manager will activate and implement all or part of this plan. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and duration.

Responsibilities include management and coordination of large-scale events, as well as identifying and obtaining additional assistance and resources for emergency response agencies from the State and/or Federal government through the County Emergency Management.

4.2 Phases of Emergency Management

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan rather than a comprehensive emergency management plan as its emphasis is on incident management rather than on program management. This EOP impacts and is informed by activities conducted before and after any emergency operations take place. A brief description of the four phases of emergency management is provided below:

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Figure 4-1 Phases of Emergency Management

Mitigation and Prevention activities seek to eliminate or reduce a disaster's likelihood and/or consequences. They involve actions to protect lives and property from threats as well as long-term activities that lessen the undesirable effects of unavoidable hazards.

Preparedness activities serve to develop and/or enhance the response capabilities that will be needed should an emergency arise. Planning, training, and exercises are the major activities that support preparedness.

Recovery is both a short-term and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on restoring the community to its normal, or improved, state of affairs.

Response is the provision of emergency services during a crisis. These activities help to reduce casualties and damage and speed recovery. Activities include warning, protective actions, rescue, and other such operations. Response is the focus of this EOP.

4.3 Incident Levels

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

4.3.1 Level 1

Level 1 situations are often referred to as "routine" crisis management or emergency situations that can be handled using resources available at the incident location. For these situations, it may not be necessary to implement an emergency plan. Outside assistance is usually not required.

4.3.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include

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hazardous materials spills and traffic incidents with multiple injuries. The IC may request activation of selected portions of the County EOP.

4.3.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

4.3.4 NIMS Incident Levels

While the County uses incident levels that are consistent with the State EOP, incident types at the Federal level are based on the following five levels of complexity. (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. |

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| Table 4-1 NIMS Incident Levels | |
|---------------------------------------|---|
| 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. |

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| Table 4-1 NIMS Incident Levels | |
|--------------------------------|--|
| 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. |

4.4 Emergency Priorities

4.4.1 Response

Response activities are taken immediately after an incident and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed.

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

4.4.2 Recovery

It is the responsibility of government to assist the public and private sector with recovery from disaster. A widespread disaster will likely impact the ability of businesses to function, disrupt employment, interrupt government services and impact tax revenues. Recovery is one of the four phases of emergency management. This EOP is not a recovery plan; that document is a separate endeavor. However, both response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the County meet basic needs and resume self-sufficiency; returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts to the County

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2. **Debris Removal:** Coordination of debris collection and removal
3. **Infrastructure Restoration**

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities and power, as well as garbage and debris removal. These functions must recover early in the incident to support life, health and safety of the population, and to support response missions.

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, or designee, will activate and implement all or part of this EOP. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement the EOP or activate the EOC. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an IC. Concurrently, all involved County emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

- Operational status.
- Readiness and availability of essential 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.

4.5.2 Initial Actions

Upon activation of all or part of this plan, the Emergency Manager or designee will implement the following actions immediately:

- Alert threatened populations and initiate evacuation as necessary. *See ESF 2 - Communications for more detailed information and specific procedures for issuing countywide warnings and alerts.*
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for*

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more detailed information and specific procedures associated with sheltering, mass care, and related human services.

- Instruct appropriate county emergency services to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- When it is determined local resources will not meet the need of local and county emergency operations, request the BOC to prepare and submit a formal declaration of emergency through Oregon Emergency Management. The official declaration may be preceded by a verbal statement.
- In emergencies, evacuating people will primarily be done by family groups using private vehicles. The county population residing outside a risk area will be instructed to remain at home, improve their protection, and obtain food and other necessities through retail outlets in the vicinity. Any resident who decides to remain in a risk area following an evacuation order will be informed that services within that area will be severely limited or non-existent due to emergency-imposed regulations.
- County personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See ESF 14 – Long-Term Community Recovery as for additional information on recovery.*

4.5.3 Communications, Notification and Warning

Traditional communication lines—such as landline telephone, cellular phones, faxes, pager, Internet/e-mail, radio, and satellite phones—are used and relied upon by county response personnel throughout the duration of response activities. Specific information regarding Wasco County communications is found in the ESF 2 Annex of this plan.

A public warning and broadcast system is established for Wasco County to provide emergency information and instructions during a pending or actual emergency incident or disaster. ESF 2 – Communications provides detailed information on how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. Activation of additional response staff and services is also accomplished through 9-1-1 Central Dispatch for Wasco

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County and can be coordinated through the County EOC. Current emergency contact lists are maintained and available through the county EOC.

Plain language will be used during a multi-jurisdictional emergency response occurring in the County and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

4.5.3.1 Interoperability

The County will maintain the ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures, and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

Wasco County maintains a Tactical Interoperable Communications Plan that guides the County's efforts to ensure a robust and redundant communications system.

4.5.4 Direction and Control

Direction and control of County emergency operations will be via the Incident Command System and the Multi-Agency Coordination System as described in Section 5, Command and Control.

The County Emergency Management Organization has the responsibility for maintaining the readiness of the EOC and identifying and training support staff. County departments will be requested to designate personnel who can be made available to be trained by County Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

4.5.5 Situational Awareness and Intelligence Gathering

This plan should be implemented within the context of the event or incident the County is facing. Maintaining situational awareness is essential to facilitating rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness is an interactive process of sharing and

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evaluating information from multiple sources. It involves integrating communications and reporting with forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

Considerations that may increase the complexity of an event and heighten the need for good situational awareness include:

- Impacts to life, property and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences and media relations.
- Area involved and jurisdictional boundaries.

4.5.5.1 Intelligence Gathering

Different from operational and situational intelligence gathered and reported by the Planning Section, intelligence/investigations 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.

Beyond maintaining situational awareness of an incident, gathering timely and accurate outside intelligence and having procedures for analyzing that data and distributing it to the right people is critical to responding to an incident effectively. The County may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff or may fall to the Planning Section Chief or designee.

4.5.5.2 Coordination with State Fusion Center

The State of Oregon maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon TITAN Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect

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the citizens of Oregon from terrorism and terrorist activity by providing an “all crimes, all threat and all hazard” information clearinghouse for federal, state, local and tribal law enforcement agencies. The center’s goals are to identify, prevent, detect, disrupt and assist in investigating terrorism-related crimes by providing an efficient, timely and secure mechanism to exchange critical information between law enforcement agencies at all levels, state executive leadership, government agencies and our public and private-sector partners. The OTFC supports by:

- Pre- and post- terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintain the State of Oregon Terrorism Suspicious Activity Report intake log.
- Provide real time intelligence/information support, previously coordinated, to Oregon Emergency Management and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated all crimes or terrorism-related intelligence information to local, state and federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through the Terrorism Information and Threat Assessment Network (TITAN).
- Provide an Oregon TITAN Fusion Center staff member to be collocated within the Oregon Emergency Coordination Center in the event of an emergency.
- Provide terrorism-related alerts, bulletins and assessments to public and private-sector companies and organizations as requested or required.

4.5.6 Resource Management

Resource management during an emergency is usually performed at the Incident Command Post (ICP) under the ICS. In a major emergency or disaster, management of resources deployed to any one incident is still necessary at the ICP, but it is also necessary at the EOC.

- The BOC serves as the overall authority for resource management.
- Priorities for resource allocation will be established by the EOC staff.

4. Concept of Operations

- The department heads and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their work forces.
- They will keep the BOC informed of resource requirements and coordinate emergency resource requests; those requests will be relayed to the EOC where outside support will be pursued. Emergency purchase requests are subject to the approval of the EOC manager and will be coordinated through the EOC.
- Other County department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty.

4.5.5.1 Volunteer and Donations Management

The County should maintain a program that ensures the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

- Activation of a Volunteer and Donations Management coordinator within the County's emergency management organization to address volunteer and donations management.
- Implementation of a system for tracking and utilizing volunteers and donations.
- Coordination with the State and local volunteer agencies and Volunteer Organizations Active in Disaster groups,
- Establishment of facilities such as a warehouse and volunteer reception center.
- Communications support such as coordination of a call center.

4.5.5.2 Resource Typing

The County may choose to implement NIMS resource typing to better address resource and supply needs during an emergency. Resource typing is a method for standardizing nomenclature used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

Within many of the resource types are divisions for size, power, or quantity. These are commonly listed as Type I, Type II, Type III, and so on. If interpreted properly, a resource typing list can increase the usefulness of the tools requested in an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. Response personnel and support

4. Concept of Operations

staff should practice using resource typing lists and become familiar with the standard terminology for commonly requested resources.

4.5.5.3 Credentialing of Personnel

The County may maintain a program for credentialing of response personnel that provides, respectively, documentation that identifies personnel and authenticates and verifies the qualifications of such personnel by ensuring that such personnel possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The County's credentialing program may include the following elements:

- Conduct identify enrollment of personnel in accordance with approved standards.
- Identify type and quality personnel in accordance with published NIMS Job Titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness for qualifying for the position.
- Certify personnel based on completion of identify vetting and meeting qualifications for position to be filled.
- Card personnel after completing certification of identity, qualifications and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

4.5.6 Access and Functional Needs Populations

The County defines populations with functional needs as populations 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 are non-English speaking; or who are transportation disadvantaged.

Wasco County maintains a voluntary registration program to aid assistance to populations with access and functional needs during an evacuation.

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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. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of children. This includes involving members of the community who are familiar with children's issues.
- **Evacuation.** Identifying where children are located (e.g., schools and daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula and food appropriate for all ages, portable cribs and playpens and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

4.5.8 Household Pets and Service Animals

Whenever possible the County will consider preparedness, evacuation, shelter operations and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

- **Preparedness.** Preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community who are familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

Wasco County maintains an Animals in Disaster Plan for companion animals and livestock.

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 active coordination of the response to agencies or organizations involved with near- and long-term recovery operations.

4.5.10 Transition to Recovery

Recovery comprises steps the County will take after an emergency to restore

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government function and community services to levels existing prior to the emergency. Recovery is both a short and long-term process. 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 normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase for reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Restoration to upgrade damaged areas is possible if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, similar disaster in the future.

See ESF-14 - Long-Term Community Recovery for more details

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

The Chief Executive(s) of the incorporated cities within the County are responsible for the direction and control of their local resources during emergencies, including requesting additional resources not covered under mutual aid for emergency operations. Such requests will be directed to the County EMO. Should the County be unable to support the request, a County Declaration of Emergency will be forwarded to the State.

Under the provisions of ORS 401.305, each City may establish an emergency management agency and appoint an emergency program manager. Cities that do so shall notify the County of the individual responsible for emergency management activities in their respective jurisdictions. Any city not choosing to establish an emergency management agency may develop a cooperative intergovernmental agreement with the County, specifying the emergency management activities to be accomplished at each level. If a City takes no action to increase its emergency management capability, it will be covered under County planning, and County response resources will be deployed under the direction of the County should emergency conditions arise that threaten that city's residents.

4.6.2 Mutual Aid

State law (ORS 402.010 and 402.015) authorizes the County to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.

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State law (ORS 402.210) authorizes the creation of an intrastate mutual assistance compact among local governments within the state. The compact streamlines the process by which a local government requests assistance and temporarily acquires resources.

4.6.3 Special Service Districts

These districts provide services such as fire protection and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.6.4 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Manager, or designee, will coordinate response efforts with the private sector, to include providing assistance as appropriate. Schools, hospitals, assisted living facilities, and other institutional facilities are required by Federal, State, or local regulations to have disaster plans.

The Emergency Manager will work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as American Red Cross, Salvation Army, faith-based groups, amateur radio clubs, and Community Emergency Response Teams.

Finally, the Emergency Manager shall provide the public with educational and instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster.

4.6.5 State Government

The State emergency organization, as defined in the State of Oregon EMP, can be activated through the Oregon Military Department, Oregon Emergency Management. This department provides a duty officer at all times. The State provides direct State agency support to the local level and serves as a channel for obtaining resources from within and outside the State structure, including the assistance provided by Federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before a county requests State assistance.

4.6.6 Federal Government

The County shall make requests for Federal disaster assistance to the State OEM Division. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster

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Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

5

Command and Control

5.1 General

The County's Emergency Management Director 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 Management Director 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 BOC. Each agency will be responsible for having its own SOPs to be followed during response operations.

5.2 On-Scene Incident Management

The initial County response structure consists of the responding agency that may appoint an on-scene IC and establish ICS at the incident site. The senior person of the agency having responsibility for that site will be the on-scene commander, or work within a unified command. The on-scene commander will establish and maintain communications with the EOC and will direct emergency operations from the EOC in coordination with other responding agency representatives at the EOC.

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 EOC Support to On-Scene Operations

Depending on the type and size of incident, the County may activate the EOC and assign an IC. The County will require and request additional personnel to support this expanded structure. Depending on the incident type, the County departments will provide staff to the EOC. Following a declaration of emergency, the County may receive assistance from mutual aid partners or the State to support the County ICS structure. At any time, if the incident expands or contracts, changes

5. Command and Control

in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

Upon activation of the County EOC, the Emergency Management Director (or designee) becomes the EOC Controller and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The Chairperson of the BOC (or designee) may declare a “State of Emergency,” place this plan into effect, and may activate and staff the County EOC on a full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the County Board of Commission at the first available opportunity. The Emergency Management Director will provide overall direction of response activities for all County departments. Department heads will retain control over their employees and equipment unless directed otherwise by the County Board of Commissioners. Each agency will be responsible for having its own SOPs to be followed during response operations.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used only as an adjunct to existing County services, and then only when the situation threatens to expand beyond the County’s response capabilities.

5.4 Emergency Operations Center

Response activities will be coordinated from an EOC. The EOC will be activated upon notification of a possible or actual emergency. During large scale emergencies the EOC could in fact become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system (MACS), if needed.

See ESF 5 – Emergency Management for more details.

5.4.1 EOC Activation

During emergency operations and upon activation, the EOC staff will assemble as outlined in ESF 5 – Emergency Management and exercise direction and control as outlined below.

- The EOC will be activated by the Emergency Manager or designee. The Emergency Manager will assume responsibility for all operations and direction and control of response functions;
- The Emergency Manager will determine the level of staffing required and will alert the appropriate personnel, agencies and organizations;
- Emergency operations will be conducted by County departments augmented as required by trained reserves, volunteer groups, and

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forces supplied through MAAs. 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 coordinate emergency operations;
- The Emergency Management Organization may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC;
- Department heads and organization leaders are responsible for emergency functions assigned to their activity as outlined in their appropriate annex;
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed; and
- The Emergency Manager will immediately notify the State Emergency Management office upon activation. Periodic updates will be made as the situation requires.

5.4.2 Emergency Operations Center Location

During a large-scale emergency, the Wasco County EOC has the ability to operate as a multiagency coordination entity.

The primary location for the Wasco County EOC is:

Wasco County Emergency Management
419 East 7th Street
The Dalles, Oregon 97058

Figure 5-1 Primary EOC Location



5. Command and Control

If necessary, the alternate locations for the Wasco County EOC is:

Mid-Columbia Fire and Rescue
1400 West 8th Street
The Dalles, Oregon 97058

Let's move the maps under the alternate EOC addresses

OR

The Dalles Police Department
401 Court Street
The Dalles, Oregon 97058

Figure 5-2 Alternate EOC Location – Fire



Figure 5-3 Alternate EOC Location – Police



5.4.3 EOC Staffing

The County EOC will be staffed based on 12-hour shifts, unless otherwise determined by the IC.

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

5. Command and Control

efficiency and add depth to existing County emergency management and response organizations.

If a biological incident occurs, including Pandemic Influenza, the North Central Public Health District and the Mid-Columbia Medical Center may jointly staff a Medical EOC. This center will be coordinated with the North Central Public Health District Agency Operations Center (AOC) and the Wasco County EOC.

Other agencies may activate and staff individual AOC facilities for various types of emergencies; however, the County EOC will serve as the central point for coordination of response operations, resource requests and tracking, public information, and overall incident management.

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

5.4.4 Security

The EOC is secured through the use of controlled access doors and closed circuit television cameras.

5.4.5 Staff Support Services

The County EOC is currently not equipped to provide full support services to EOC staff and other personnel. The IC will be responsible for escalating additional resource requests to provide support services to the County EOC should the situation warrant.

5.4.6 Incident Command Posts and Field Operations

Incident command posts (ICPs) and other facilities may be established on-scene or within close proximity to an incident to support tactical operations. In addition, an incident communications center is typically co-located with the ICP.

Depending on the incident type and agencies involved, mobile command posts may be activated and implemented on-scene to provide additional resources and communication capabilities for the duration of response activities. The Wasco County Sheriff's Office, in conjunction with its Emergency Management Division and SAR Team, has developed procedures for enhancing the ability to deploy emergency equipment. In the event of a disaster, emergency, or other situation where certain equipment is required, the Sheriff's Office will maintain Emergency Response Vehicles (ERVs). ERVs will be available for deployment to any emergency response agency in Wasco County. Deployments outside of Wasco County will be considered on a case-by-case basis and within the provisions of any existing mutual aid agreements.

All tactical and strategic operations occurring at the incident(s) will be coordinated and communicated through the County EOC to track, manage, and allocate appropriate resources and personnel. Pre-designated facilities and staging

5. Command and Control

areas may be identified and described in existing agency-specific emergency response plans and standard procedures. This information will be consulted and implemented accordingly depending on the incident type and local/county agencies involved in the response. The lead agency designated for each ESF is responsible for updating, maintaining, and disseminating appropriate plans, procedures, and guidance prior to, during, and following an emergency incident.

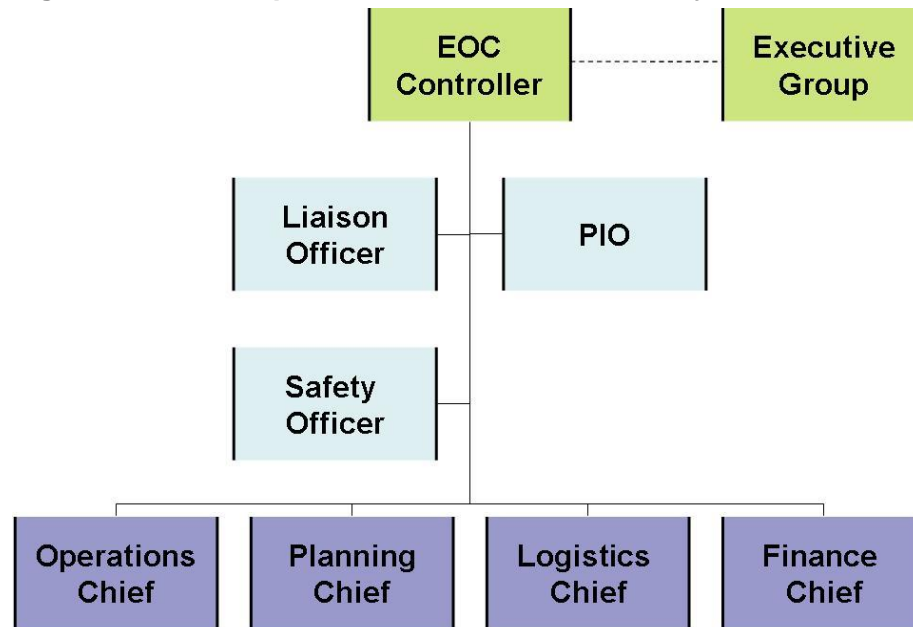
5.3 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and 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 system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit, to a major emergency involving several agencies and spanning numerous jurisdictions. The County has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this plan; however, this document is not an EOC manual. A transitional ICS organizational chart for the County is presented in Figure 5-4.

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Figure 5-4 Example of an ICS for Wasco County



In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the County. Thus, it is imperative that all primary and alternate EOC staff are trained on ICS functions other than those in the area of their expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing County emergency management and response organizations.

See ESF 5 – Emergency Management for more detailed information on the County’s EMO command structure.

Current training and operational requirements set forth under NIMS has been adopted and implemented by County. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle managers, and command and general staff. See Chapter 6 for more details.

5.3.1 Command Staff

5.3.1.1 Incident Commander

The EOC Incident Commander is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Controller is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP);
- Coordination of activities supporting the incident or event;

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- Approving release of information through the PIO; and
- Performing the duties of the following command staff if no one is assigned to the position:
 - Safety Officer,
 - PIO, and
 - Liaison Officer.

5.3.1.2 Safety Officer

The Safety Officer is generally responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas;
- Implementing site control measures;
- Monitoring and assessing the health and safety of response personnel and support staff (including EOC staff);
- Preparing and implementing a site Health and Safety Plan and updating the IC on safety issues or concerns as necessary; and
- Exercising emergency authority to prevent or stop unsafe acts.

5.3.1.3 Public Information Officer

A lead PIO will coordinate and manage a larger public information network representing local, County, regional, and State agencies, tribal entities, political officials, and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public;
- Coordinating information sharing among the public information network through the use of a Joint Information System and, if applicable, establishing and staffing a Joint Information Center;
- Implementing information clearance processes with the IC; and
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.3.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the County EOC, depending on the type of emergency incident that has

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occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services (American Red Cross). Responsibilities typically included in a liaison role include:

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

The annexes attached to this plan contain general guidelines for the City governmental entities, organizations, and County officials/departments to carry out responsibilities assigned at the EOC or other designated facility where response efforts will be coordinated.

5.3.2 General Staff

5.3.2.1 Operations Section

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. Thus, typical agencies included in the Operations Section are: fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials), law enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations), public health officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health), and public works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse). Private entities, companies, and non-governmental organizations may also support the Operations section. The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities;
- Developing and coordinating tactical operations to carry out the IAP;
- Managing and coordinating various liaisons representing community response partners and stakeholders;
- Directing IAP tactical implementation; and
- Requesting resources needed to support the IAP.

5. Command and Control**5.3.2.2 Planning Section**

The Planning section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes are accomplished. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting, evaluating, and distributing information on the incident, and providing a status summary;
- Preparing and disseminating the IAP;
- Conducting planning meetings and developing alternatives for tactical operations; and
- Maintaining resource status.

5.3.2.3 Logistics Section

The Logistics section is typically supported by units including: Supply, Food, Communications, Medical, 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:

- Providing and managing resources to meet the needs of incident personnel;
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel;
- Estimating future support and resource requirements; and
- Assisting with development and preparation of the IAP.

5.3.2.4 Finance/Administration Section

The Finance/Administration section is specific to the incident type and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed which can be staffed by a technical specialist in the Planning section. Potential units assigned to this section include: Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

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

5. Command and Control

5.3.3 Unified Command

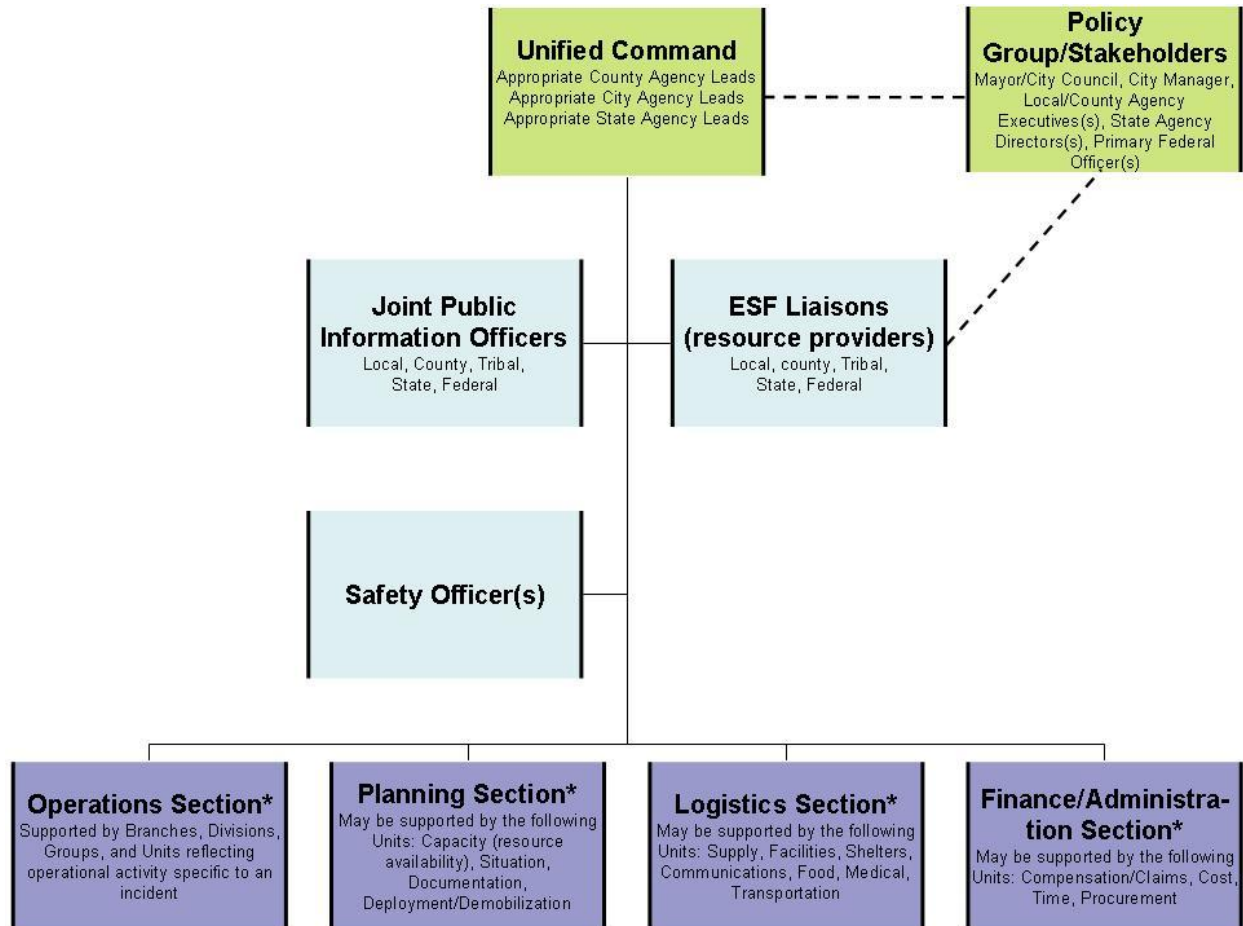
In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, county, regional, state, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command (UC) allows the IC position to be shared among several agencies and organizations that maintain jurisdiction. UC members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In a large incident involving multiple jurisdictions and/or regional, state, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization. Figure 5-2 is an example of a UC organizational chart for the County. It provides operational flexibility to expand or contract staffing depending on the incident's nature and size.

| ESF No. | Title | Section |
|----------------|--|-------------------------------------|
| ESF-1 | Transportation | Logistics |
| ESF-2 | Emergency Telecommunications and Warning | Operations |
| ESF-3 | Public Works and Engineering | Operations |
| ESF-4 | Fire Services | Operations |
| ESF-5 | Emergency Management | Incident Command |
| ESF-6 | Housing and Human Services | Operations, Logistics, and Liaison |
| ESF-7 | Resource Support | All |
| ESF-8 | Public Health and Medical Services | Operations and Liaison |
| ESF-9 | Search and Rescue | Operations |
| ESF-10 | Hazardous Material | Operations |
| ESF-11 | Agriculture and Natural Resources | Operations |
| ESF-12 | Energy | Logistics |
| ESF-13 | Public Safety and Security | Operations |
| ESF-14 | Community Recovery, Mitigation, and Economic Stabilization | Administration/Finance and Planning |
| ESF-15 | Emergency Public Information and External Affairs | Incident Command and Liaison |

5. Command and Control

Figure 5-5 Example of Unified Command for Wasco County



*Note: In any type of incident a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

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Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

At a minimum, this EOP will be formally reviewed and re-promulgated every five years to comply with State requirements. 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 the plan; and
- 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. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be forwarded to:

Wasco County Emergency Manager
511 Washington Street, Suite 102
The Dalles, Oregon 97058

6.2 Training Program

The County Emergency Manager specifically coordinates training for County personnel and encourages them to participate in trainings hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. 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. NIMS identifies these positions as follows:

- Emergency Medical Service (EMS) personnel;

6. Plan Development, Maintenance, and Implementation

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

Table 6-1 provides the minimum training requirements for the County's emergency personnel.

Table 6-1 Minimum Training Requirements

| Emergency Personnel | Training Required |
|---|---|
| Emergency Managers and Incident Commanders | ICS-100, -200, -300, -400 IS-700, -701, -703, -704, -800 |
| Other Command Staff, Section Chiefs, and Deputy Section Chiefs | ICS-100, -200, -300 IS-700, -701, -703, -704 (-702 for PIOs) |
| All other EOC personnel and first responders | ICS-100, -200 IS-700, -701, -703, -704 |
| All other emergency response personnel, including volunteers | ICS-100 IS-700 |
| <i>Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.</i> | |

6.3 Exercise Program

The County will conduct exercises throughout the year to continually test and evaluate this EOP. Whenever feasible, the County will coordinate with 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 (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information on the HSEEP program can be found at <http://hseep.dhs.gov>.

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

6. Plan Development, Maintenance, and Implementation

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 After Action Report (AAR), which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the readiness of the County.

6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats and 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

http://co.wasco.or.us/county/dept_sheriff_emergency.cfm.

6.6 Funding and Sustainment

It is a priority of the County to fund and maintain an emergency management organization that ensures the County’s ability to respond to and recover from disasters. The Emergency Manager will work with the BOC and community stakeholders to:

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

- Ensure the BOC 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.

6. Plan Development, Maintenance, and Implementation

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Sample Disaster Declaration Forms

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Appendix A. Declaration of State of Emergency

Declaration of Local State of Emergency/Disaster

WHEREAS, the County of Wasco on the ___ day of _____, 20___, has:
___ Suffered widespread or severe damage, injury, or loss of life and/or property
___ Determined there is imminent threat of widespread or severe damage, injury, or loss of life and/or property
Resulting from _____, and

WHEREAS, the County Judge has determined that extraordinary measures must be taken to protect and alleviate the suffering of people and to protect or rehabilitate property;

NOW, THEREFORE, BE IT PROCLAIMED by the County Judge of Wasco County:

- 1. That a state of emergency and/or disaster is declared within Wasco County.
2. That the Emergency Management Plan has been implemented.
3. That Chapter 401, section 305 of the Oregon Revised Statutes regarding Powers of Local Governments in Emergency Service procedures, provides the basis for invoking this Emergency Declaration for a period of seven days from the date hereof, unless the same is continued by consent of the Board of Commissioners of Wasco County, Oregon.
4. That this proclamation shall take effect immediately from and after its issuance.

ORDERED this the ___ day of _____, 20___.

County Judge Chair, Wasco County Board of Commissioners

ATTEST:

County Clerk, Wasco County

Appendix A. Declaration of State of Emergency

County of Wasco Board Order

Number:

Declaration Extension

WHEREAS, on _____, 20____, the County Judge issued an Emergency/~~Disaster~~ Declaration declaring a state of emergency/~~disaster~~ for Wasco County resulting from:

_____, and

WHEREAS, the conditions necessitating the declaration of a state of disaster continue to exist; and

WHEREAS, that Chapter 401 of the State of Oregon revised Statutes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ___ days unless amended by consent of this Board of Commissioners.

1. That the state of ~~disaster~~ emergency proclaimed for Wasco County by the County Board of Commissioners on _____ 20 ____ shall continue until terminated by order of the Board of Commissioners.
2. That this Board Order shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of Wasco County and it is accordingly so ordained.

ORDERED this ___ day of _____, 20____

Chair, Wasco County Board of County Commissioners

ATTEST:

County Clerk

Appendix A. Declaration of State of Emergency

Declaration of ~~Local~~ State of Emergency/~~Disaster~~

WHEREAS, the City of _____ on the ____ day of _____, 20__, has:
____ Suffered widespread or severe damage, injury, or loss of life and/or property
____ Determined there is imminent threat of widespread or severe damage,
injury, or loss of life and/or property
Resulting from _____, and

WHEREAS, the Mayor has determined that extraordinary measures must be
taken to protect and alleviate the suffering of people and to protect or rehabilitate
property;

NOW, THEREFORE, BE IT PROCLAIMED by the Mayor of the City of
_____:

- 1. That a state of emergency and/or disaster is declared within City of

2. That the Emergency Management Plan has been implemented.
3. That Chapter 401, section 305 of the Oregon State revised statutes regarding
Powers of Local Governments in Emergency Service procedures, provides
the basis for invoking this Emergency Declaration for a period of seven days
from the date hereof, unless the same is continued by consent of the City
Council of City of _____, Oregon.
4. That this proclamation shall take effect immediately from and after its
issuance.

ORDERED this the _____ day of _____, 20__.

Mayor, City of _____

ATTEST:

City Clerk, City of _____

Appendix A. Declaration of State of Emergency

City of _____

Ordinance Number:

Emergency/~~Disaster~~ Declaration Extension

WHEREAS, on _____, 20____, the Mayor issued a proclamation declaring a state of emergency/~~disaster~~ for the City of:

Resulting from:

_____, and ;

WHEREAS, the conditions necessitating the declaration of a state of emergency/~~disaster~~ continue to exist; and;

WHEREAS, that Chapter 401 of the State of Oregon revised codes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ___ days unless amended by consent of this governing body.

1. That the state of emergency/~~disaster~~ proclaimed for the City of _____ by the Mayor on _____ 20____ shall continue until terminated by order of the City Council.
2. That this Ordinance shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of _____ and it is accordingly so ordained.

ORDERED this ___ day of _____, 20____

Mayor

ATTEST:

City Clerk / Recorder

Appendix A. Declaration of State of Emergency

Declaration of Local Emergency/Disaster

WHEREAS, the City of The Dalles on the ____ day of _____, 20__ , has:

____ Suffered widespread or severe damage, injury, or loss of life and/or property

____ Determined there is imminent threat of widespread or severe damage, injury, or loss of life and/or property

Resulting from _____, and

WHEREAS, the Mayor has determined that extraordinary measures must be taken to protect and alleviate the suffering of people and to protect or rehabilitate property;

NOW, THEREFORE, BE IT PROCLAIMED by the Mayor of the City of

The Dalles:

- 1. That a state of emergency and/or disaster is declared within City of The Dalles;
2. That the Emergency Management Plan has been implemented;
3. That Chapter 401, section 305 of the Oregon State revised statutes regarding Powers of Local Governments in Emergency Service procedures, provides the basis for invoking this Emergency Declaration for a period of seven days from the date hereof, unless the same is continued by consent of the City Council of City of the Dalles, Oregon.
4. That this proclamation shall take effect immediately from and after its issuance.

ORDERED this the ____ day of _____, 20__.

Mayor, City of The Dalles

ATTEST:

City Clerk, City of The Dalles

Appendix A. Declaration of State of Emergency

City of The Dalles
Ordinance/Order Number:

Emergency/~~Disaster~~ Declaration Extension

WHEREAS, on _____, 20____, the Mayor issued a proclamation declaring a state of emergency/~~disaster~~ for the City of The Dalles resulting from:

_____, and;

WHEREAS, the conditions necessitating the declaration of a state of emergency/~~disaster~~ continue to exist; and

WHEREAS, that Chapter 401 of the State of Oregon revised codes provides the authority for emergency response in disaster situations and that this proclamation shall remain in effect for a period of ____ days unless amended by consent of this governing body.

1. That the state of emergency/~~disaster~~ proclaimed for the City of The Dalles by the Mayor on _____ 20____ shall continue until terminated by order of the City Council.
2. That this Ordinance/Order shall take effect immediately from and after its passage and publication in accordance with the provisions of the Charter of the City of The Dalles and it is accordingly so ordained.

ORDERED this ____ day of _____, 20____

Mayor, City of The Dalles

ATTEST:

City Clerk / Recorder, City of The Dalles

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Incident Command System Forms

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Appendix B. Incident Command System Forms

Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

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C

Emergency Operations Center Position Checklists

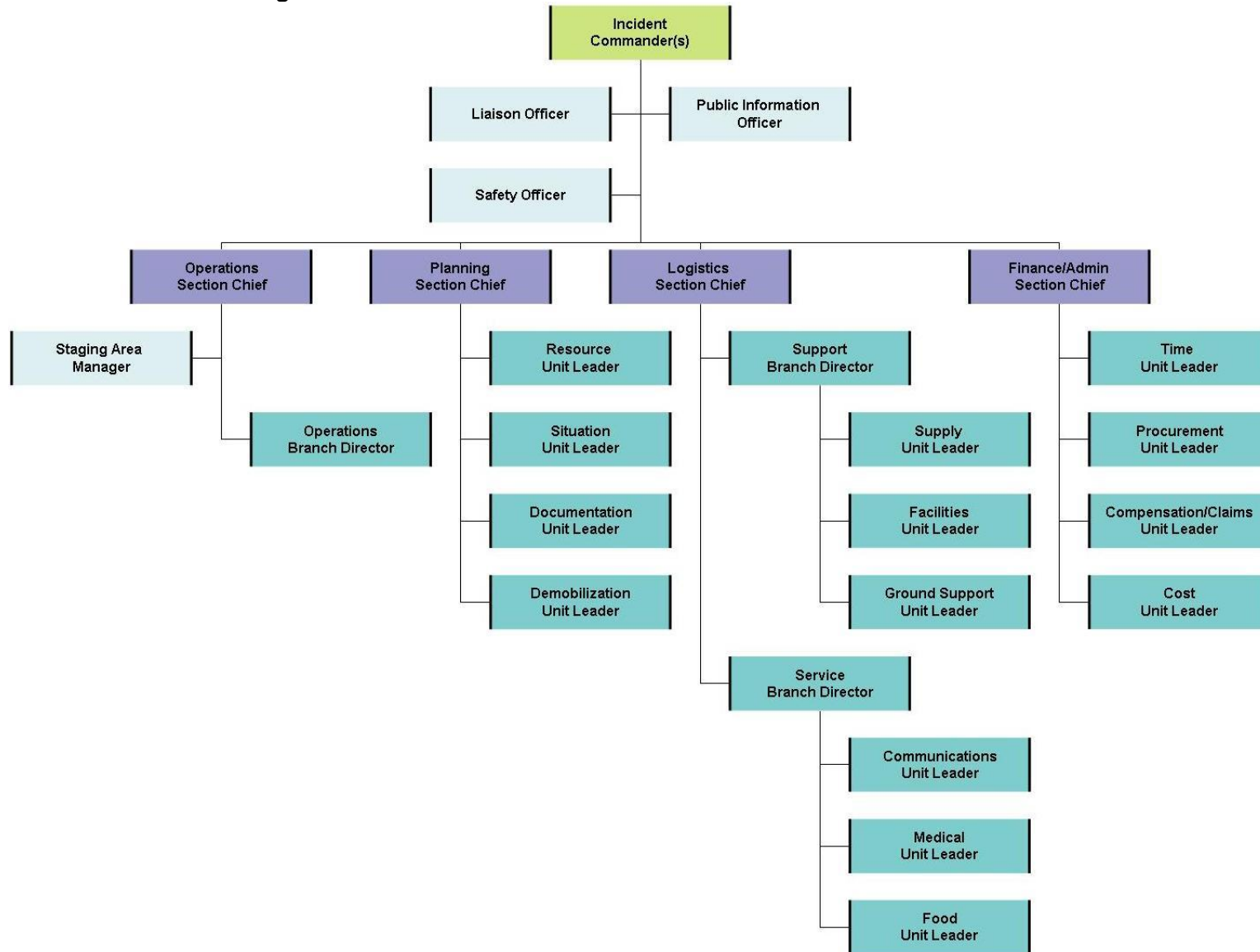
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Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

The following checklists are included in this appendix.

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

Figure C-1 EOC Position Organizational Chart



D

Mutual Aid Agreements

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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 EOC.**

- Emergency Management MAA between Wasco County and Sherman County
- Emergency Management MAA between Wasco County and Hood River County
- Transportation MAA between Wasco County and Mid-Columbia Council of Governments (MCCOG)
- Transportation MAA between Wasco County and Northern Wasco School District 21

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Acronyms and Glossary

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Appendix F. Acronyms and Glossary

Acronyms

| | |
|--------|---|
| AOC | Agency Operations Center |
| BOC | Board of Commissioners |
| CERCLA | Comprehensive Environmental Response, Compensation, and Liability Act |
| CEMP | Comprehensive Emergency Management Plan |
| CERT | Citizen's Emergency Response Team |
| CFR | Code of Federal Regulations |
| COG | Continuity of Government |
| COOP | Continuity of Operations Plan |
| CSEPP | Chemical Stockpile Emergency Preparedness Program |
| DEQ | Oregon Department of Environmental Quality |
| DHS | Department of Homeland Security |
| ECC | Oregon Emergency Coordination Center |
| EMAG | Emergency Management Advisory Group |
| EMP | State of Oregon Emergency Management Plan |
| EMR | Emergency Management Region |
| EOC | Emergency Operations Center |
| EOP | Emergency Operations Plan |
| 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 |

Appendix F. Acronyms and Glossary

| | |
|--------|--------------------------------------|
| IC | Incident Commander |
| ICP | Incident Command Post |
| ICS | Incident Command System |
| JIC | Joint Information Center |
| JIS | Joint Information System |
| MOC | Medical Operations Center |
| MOU | Memorandum of Understanding |
| NCP | National Contingency Plan |
| NCPHD | North Central Public Health District |
| NIMS | National Incident Management System |
| NRF | National Response Framework |
| 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 |
| PSAP | Public Service Answering Point |
| RFPD | Rural Fire Protection District |
| SAR | Search and Rescue |
| SME | Subject Matter Expert |
| SOG | Standard Operating Guidance |
| SSFs | State Support Functions |
| UC | Unified Command |

Appendix F. Acronyms and Glossary

| | |
|--------|---|
| USAR | Urban Search and Rescue |
| USCG | United States Coast Guard |
| WCCC | Wasco County Communications Center |
| WCIIMG | Wasco County Integrated Incident Management Group |
| WMD | Weapons of Mass Destruction |

Glossary of Key Terms

For the purposes of the NIMS, the following terms and definitions apply:

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 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.

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.

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.

Appendix F. Acronyms and Glossary

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.

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

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.

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.

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.

Consequence Management: Measures taken to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. Emergency Management agencies normally have the lead role in consequence management.

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

Appendix F. Acronyms and Glossary

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.

Crisis Management: Measures taken to define the threat and identify terrorists, prevent terrorist acts, resolve terrorist incidents, investigate such incidents, and apprehend those responsible. Law Enforcement agencies normally have the lead role in crisis management.

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.

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

Division: The 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 Operations Centers (EOCs): 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.

Appendix F. Acronyms and Glossary

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.

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.

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

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.

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

Appendix F. Acronyms and Glossary

attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): 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 (ICS): 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 (IC): 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 Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

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.

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

Initial Response: Resources initially committed to an incident.

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

Appendix F. Acronyms and Glossary

ensures that it gets to those who need access to it to perform their missions effectively and safely.

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

Joint Information System (JIS): 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).

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

Appendix F. Acronyms and Glossary

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 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.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

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.

Appendix F. Acronyms and Glossary

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. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

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 nongovernmental 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 plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but 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.

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.

Appendix F. Acronyms and Glossary

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.

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 Incident Action Plan (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.

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 nongovernmental 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.

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.

Appendix F. Acronyms and Glossary

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 (PVO).

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.

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

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.

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 EOC.

Appendix F. Acronyms and Glossary

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.

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.

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.

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.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under the NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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).

Appendix F. Acronyms and Glossary

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.

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

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

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.

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).

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.

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.

Appendix F. Acronyms and Glossary

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 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.

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.

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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