

**State of Oregon**  
**EMERGENCY OPERATIONS PLAN**



**September 2010**

**Prepared for:**



Oregon Emergency Management  
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# Preface

While no plan can replace the common sense and good judgment of local emergency responders and state, local, and tribal decision makers, this Emergency Operations Plan (EOP) provides a framework to guide the efforts of the State of Oregon to respond to and initiate recovery from major emergencies and disasters resulting from incidents involving traditional and emerging threats and hazards. Oregon's EOP is Volume II of the State's Emergency Management Plan. Today's threatened environment includes not only the traditional spectrum of manmade and natural hazards—wildfires, urban fires, floods, severe weather, hazardous-material incidents, transportation accidents, pandemics, and disruptions to critical infrastructure—but also the threat of terrorist attacks.

All emergency incidents begin locally, with initial response being managed by local first responders. State resources may be requested when local resources have been exhausted and a state of emergency has been declared. Similarly, when state resources have been exhausted, Oregon may seek Federal assistance.

This plan describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies, and establishes a program for comprehensive emergency management. It documents the agreements and procedures of state agencies as they respond to and assist local response in managing the effects of major emergencies and disasters. All state assistance is designed to support local response and recovery efforts.

The combined expertise and capabilities of government at all levels, the private-sector, and non-governmental organizations are required to mitigate against, prepare for, respond to, and recover from major emergencies and disasters

This plan incorporates the principles of the National Incident Management System (NIMS), the National Response Framework (NRF), and the national priorities. It establishes a framework through which State of Oregon agencies assist local jurisdictions to prepare for, protect from, respond to, and recover from major emergencies and disasters.

The State of Oregon Emergency Management Plan (EMP) is divided into three volumes:

## **Volume I**

“Preparedness and Mitigation” includes the plans and guidance necessary for the State to prepare and mitigate the effects of a disaster. It includes the State disaster hazard assessment, exercise and training programs, and plans to lessen

the physical effects of a disaster to citizens, the environment, and property. Volume I also includes the following homeland security specific activities:

- Homeland Security State Strategy
- Program and Capability Review
- Annual Enhancement Plan
- National Incident Management System Compliance Program

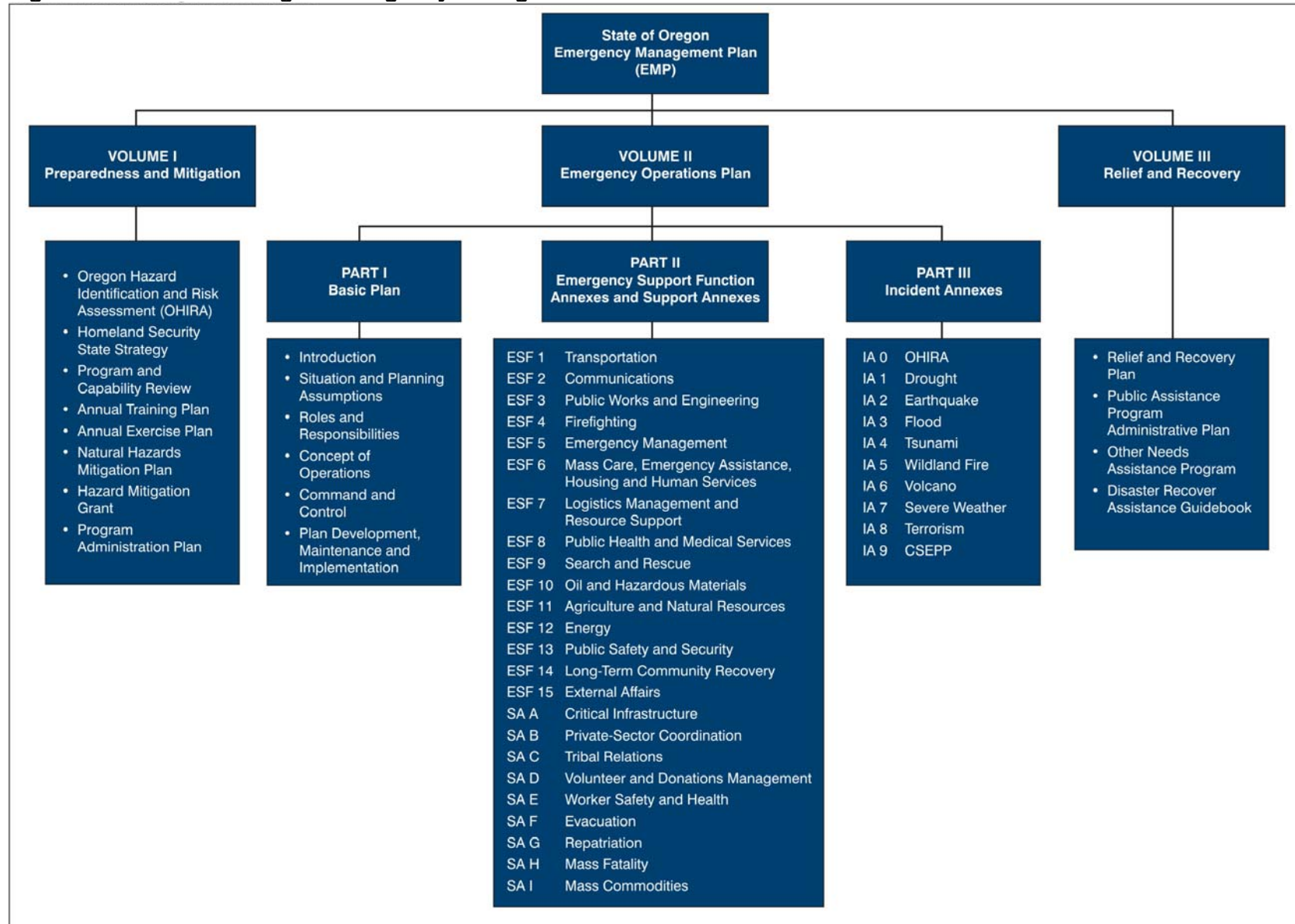
### **Volume II**

The “Emergency Operations Plan,” which is also referred to as the Basic Plan, describes in broad terms the organization used by the State to respond to emergencies and disasters. The EOP is supplemented by Emergency Support Function Annexes, Support Annexes and Incident Annexes. It describes common management functions including areas common to most major emergencies or disasters such as communications, public information, and others.

### **Volume III**

“Relief and Recovery” gives guidance, process, and rules for assisting Oregonians with recovering from the effects of a disaster. It includes procedures to be used by government, business, and citizens.

Figure 0-1 State of Oregon Emergency Management Plan Structure



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# Authority and Adoption Letters

## Legal Authority

The Oregon Emergency Operations Plan is developed, revised, published, and distributed in accordance with Oregon Revised Statutes (ORS), Chapter 401.

It is issued by the Director of Oregon Emergency Management under the provisions of ORS 401.092 to “coordinate the activities of all public and private organizations providing emergency services within this state,” and to “provide for and staff a State Emergency Coordination Center to aid the Governor.”

As stated in ORS 401.035, “the Governor is responsible for the emergency services system within the State of Oregon.”

The Director of Oregon Emergency Management utilizes the emergency management system described in this plan in advising the Governor and assisting in coordinating state responses to emergencies or disasters.

The Governor, Director of Oregon Emergency Management, and appropriate state agencies, have reviewed this plan and support it.

## Letter of Adoption

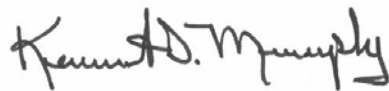
Volume II, Emergency Operations Plan, of the Oregon Emergency Management Plan, commonly referred to as the Basic Plan, has been updated and revised. This is the plan that will be used from here on and staffed through the chain of command for promulgation. This EOP delineates the policies, procedures, and organization that the Office of Emergency Management (OEM) uses when activating the State Emergency Coordination Center in response to a disaster occurring in Oregon.

This is not a new document. It refines the procedures and organization that Oregon has successfully used to manage emergencies and disasters for more than two decades. This is the culmination of months of dedicated effort by individuals of the Oregon Emergency Response System (OERS) Council working with the assistance and expertise of their various agency and departmental staffs.

In conformance with ORS 401.035 and 401.092, this plan is applicable only to state agencies. It is not a directive to local jurisdictions or to those federal and volunteer agencies that commonly support the State in disaster response efforts. It does, however, provide a reference for their actions, plans, and emergency procedures. It adheres to and follows the doctrine of the National Response Framework (NRF).

When utilizing the EOP, it is important to note that in most cases, the responsibility for first response and managing emergency operations rests at the local government level. All state agency response activities, coordinated from the Oregon Emergency Coordination Center, are supplemental and complementary to local efforts.

This document supersedes all previous editions of the EOP. Periodic changes to this plan will be made as the review process, events, and technology dictate.



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Kenneth Murphy, Director  
Oregon Emergency Management

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Date: June 22, 2010

## Executive Signatory Page

I am pleased to officially promulgate the *2010 State of Oregon Emergency Operations Plan (EOP), Volume II of State of Oregon Emergency Management Plan*. This plan is published by Oregon Emergency Management.

The Oregon Emergency Management Plan (EMP) is overarching. The three volumes address the four phases of emergency management: Mitigation, Preparedness, Response, and Recovery. This volume of that EMP is designed to provide a structure for standardizing plans statewide and to facilitate interoperability between local, state, and federal governments.

This plan supports Oregon's Revised Statute 401 (ORS 401) and is in line with The National Response Framework (NRF) published by the Federal Emergency Management Agency (FEMA). It is compliant with the National Incident Management System (NIMS) standards for emergency operations plans.

Promulgation of this plan is inclusive of Emergency Support Function Annexes, Support Annexes, as well as Incident Annexes and Appendices. Great effort has been made to describe Oregon State agencies, supporting agencies and adjunct agencies that play a role in the response of disasters.

This document is operational and serves a need in saving lives, protecting property, sustaining the economy, and preserving Oregon's environment.

Oregon's primary mission in emergency management is to support our local jurisdictions through the State Emergency Coordination Center (ECC) while maintaining a comprehensive internal process for conducting daily business before, during, and after any emergency or disaster event.

  
\_\_\_\_\_  
Governor Theodore Kulongoski  
State of Oregon

Date: 9/21/10

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**Plan Distribution List**

All agencies will be provided information on where to access this EOP.

<b>Date</b>	<b>Agency</b>	<b>Date</b>	<b>Agency</b>
<b>Oregon State Agencies</b>			
	Governor's Office		Oregon Dept. of Education
	Dept. of Administrative Services		Dept. of Geology and Mineral Industries
	Oregon Emergency Management		Dept. of State Lands
	Oregon Dept. of Agriculture		Dept. of Human Services
	Dept. of Aviation		Dept. of Justice
	Office of State Fire Marshal		Public Health Division
	Oregon Business Development Department		Dept. of Land Conservation and Development
	Dept. of Consumer and Business Services		Parks and Recreation Dept.
	Dept. of Corrections		Public Utility Commission
	Criminal Justice Information Services (LEDS)		Water Resources Dept.
	Dept. of Environmental Quality		Oregon State Library
	Oregon Office of Energy		Dept. of Transportation
	Office of State Medical Examiner		OHSU – Oregon Poison Center
	Dept. of Fish and Wildlife		Emergency Response Program ODOT Office of Maintenance
	Dept. of Forestry		Dept. of State Police
	Oregon Military Dept.		
<b>Local Jurisdictions Distribution List</b>			
	Baker County Emergency Services		Lane County Emergency Services
	Clatsop County Emergency Management		Malheur County Emergency Services
	Crook County Emergency Management		Multnomah County Emergency Management
	Douglas County Emergency Services		Tillamook County Emergency Management
	Harney County Emergency Services		Wallowa County Dept. of Emergency Services
	Jefferson County Emergency Services		Wheeler County Emergency Services
	Lake County Emergency Services		Clackamas County Emergency Management
	Linn County Emergency Services		Coos County Emergency Services
	Morrow County Emergency Management		Deschutes County Emergency Services
	Sherman County Emergency Services		Grant County Emergency Management
	Union County Emergency Management		Jackson County Emergency Management

Plan Administration

Date	Agency	Date	Agency
	Washington County Office of Consolidated Emergency Management		Klamath County Emergency Services
	Benton County Emergency Management		Lincoln County Emergency Services
	Columbia County Emergency Management		Marion County Emergency Management
	Curry County Emergency Services		Polk County Emergency Management
	Gilliam County Emergency Services		Umatilla County Emergency Management
	Hood River Emergency Management		Wasco County Emergency Services
	Josephine County Emergency Services		Yamhill County Emergency Services
<b>Tribal Distribution List</b>			
	Confederated Tribes of the Umatilla Indian Reservation		Burns Paiute Tribe
	Confederated Tribes of the Grand Ronde Community		Confederated Tribes of the Coos, Lower Umqua and Siuslaw Indians
	Confederated Tribes of the Warm Springs Reservation		Coquille Indian Tribe
	Confederated Tribes of the Siletz Reservation		Klamath Tribes
	Cow Creek Band of the Umqua Indians		

### ESF Assignments

The following state agencies are responsible for continued review and maintenance of assigned annexes and supporting documents. All suggested revisions will be submitted to OEM for approval.

Section/Annex	Responsible Party
Basic Plan	Oregon Emergency Management
<b>Emergency Support Functions (ESF)</b>	
ESF 1 Transportation	Department of Transportation
ESF 2 Communications	Oregon Emergency Management Public Utility Commission
ESF 3 Public Works and Engineering	Department of Transportation
ESF 4 Firefighting	Department of Forestry Office of the State Fire Marshal
ESF 5 Emergency Management	Oregon Emergency Management
ESF 6 Mass Care, Emergency Assistance, Housing and Human Services	Department of Human Services
ESF 7 Logistics Management and Resource Support	Department of Administrative Services Oregon Emergency Management
ESF 8 Public Health and Medical Services	Department of Human Services Public Health Division
ESF 9 Search and Rescue	Oregon Emergency Management Office of the State Fire Marshal
ESF 10 Oil and Hazardous Materials Response	Department of Environmental Quality Office of the State Fire Marshal
ESF 11 Agricultural and Natural Resources	Department of Agriculture
ESF 12 Energy	Department of Administrative Services Department of Energy Public Utilities Commission
ESF 13 Public Safety and Security	Department of Justice Oregon State Police
ESF 14 Long-Term Community Recovery	Oregon Emergency Management Oregon Business Development Department
ESF 15 External Affairs	Oregon Emergency Management
<b>Support Annexes (SA)</b>	
SA A Critical Infrastructure	Oregon Military Department
SA B Private-Sector Coordination	Oregon Emergency Management
SA C Tribal Relations	Oregon Emergency Management

Section/Annex	Responsible Party
SA D Volunteer and Donations Management	American Red Cross ORVOAD
SA E Worker Safety and Health	Oregon OSHA
SA F Evacuation	Oregon Emergency Management
SA G Repatriation	Department of Human Services
SA H Mass Fatality	Department of Human Services
SA I Mass Commodities	Oregon Emergency Management
<b>Incident Annexes (IAs)</b>	
IA 0 OHIRA	Oregon Emergency Management
IA 1 Drought	Oregon Emergency Management
IA 2 Earthquake	Oregon Emergency Management
IA 3 Flood	Oregon Emergency Management
IA 4 Tsunami	Oregon Emergency Management
IA 5 Wildland Fire	OSFM
IA 6 Volcano	Oregon Emergency Management
IA 7 Severe Weather	Oregon Emergency Management
IA 8 Terrorism	Oregon Emergency Management
IA 9 CSEPP	Oregon Emergency Management

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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

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

ESF 12 Energy

ESF 13 Public Safety and Security

ESF 14 Long-Term Community Recovery

ESF 15 External Affairs

**F Support Annexes (SA)**

- SA A Critical Infrastructure and Key Resources
- SA B Private-Sector Coordination
- SA C Tribal Relations
- SA D Volunteer and Donations Management
- SA E Worker Safety and Health
- SA F Evacuation
- SA G Repatriation
- SA H Mass Fatality
- SA I Mass Commodities

**G Incident Annexes (IA)**

- IA 0 OHIRA
- IA 1 Drought
- IA 2 Earthquake
- IA 3 Flood
- IA 4 Tsunami
- IA 5 Wildland Fire
- IA 6 Volcano
- IA 7 Severe Weather
- IA 8 Terrorism
- IA 9 CSEPP

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# Basic Plan



# 1

## Introduction

The State of Oregon Emergency Operations Plan (EOP) provides the structure and mechanism for statewide procedures and operational coordination for domestic incident management. This EOP includes the following sections:

- Basic Plan and Appendices
- Emergency Support Function (ESF) Annexes
- Support Annexes (SA)
- Incident Annexes (IA)

Consistent with the model provided in the National Response Framework (NRF) and inclusive of the National Incident Management System (NIMS), this EOP can be partially or fully implemented in the context of a threat, anticipation of a significant event, and the response to or recovery from a significant event.

NIMS provides a nationwide template enabling federal, state, local, and tribal governments and private-sector and non-governmental organizations to work together effectively and efficiently to prevent, prepare for, respond to, and recover from domestic incidents, regardless of the cause, size, or complexity.

### 1.1 Purpose

The purpose of the EOP is to establish a comprehensive, all-hazards approach to domestic incident management across a spectrum of activities including prevention, preparedness, response, and recovery. The EOP provides a framework for interactions of public and private jurisdictions and organizations within the State of Oregon during and immediately following incidents of significance.

### 1.2 Scope and Applicability

#### 1.2.1 Scope

The EOP covers a broad range of complex and consistently changing event requirements in anticipation of or in response to threats or acts of terrorism, major disasters, and other emergencies, both natural and man-made.

### 1.2.2 Applicability

The EOP applies to all state departments and agencies that may be requested to provide assistance or conduct operations in actual or potential incidents resulting in an emergency or disaster. These incidents require a coordinated response by an appropriate combination of state, local, tribal, private-sector, and non-governmental entities.

## 1.3 Incident Management Activities

The EOP addresses a broad spectrum of activities related to domestic incident management including prevention, preparedness, response, and recovery actions. The EOP provides a framework to enable scaling the management of cascading impacts and multiple incidents as well as the prevention of and preparation for subsequent events. Examples of incident management actions from a statewide perspective include:

- Activation of the State's Emergency Coordination Center (ECC) following an incident which escalates beyond local capabilities;
- Increasing public information activities as a result of increased statewide public awareness/concern;
- Providing strategies for coordination of state resources that are capable of handling events during and after a significant incident;
- Assessing trends that identify potential terrorist activity and targets;
- Participation in the Homeland Security Advisory System (HSAS) alert condition and coordinating protective measures;
- Administering federal funds to support local jurisdictions in planning for significant incidents;
- Coordination of funding requests from government and non-governmental agencies for the aftermath of an incident; and
- Enabling immediate and long-term recovery activities that address consequences in the impacted areas.

Incident management activities necessary to ensure effective response to specific hazards are outlined in hazard specific plans or annexes.

# 2

## Situation and Planning Assumptions

### 2.1 Situation

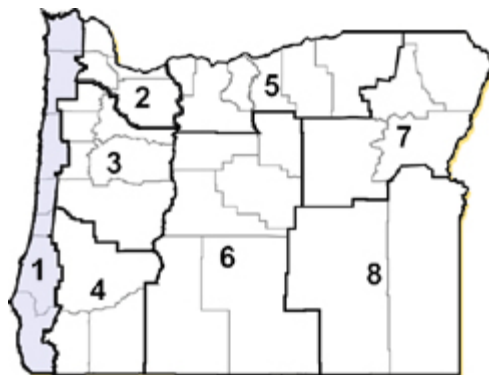
Emergencies or disasters can occur that cause human suffering, injury, death, property damage, environmental degradation, loss of essential services, and economic hardship as well as disruption to state, local, and tribal governments and other government entities.

The *Oregon Hazard Identification and Risk Assessment (OHIRA)*, provides information on the natural and man-made hazards throughout the State. The State of Oregon is vulnerable to the natural and man-made hazards described in the assessment, which is provided as an introductory section to the Incident Annexes. OHIRA is used to assess the State's vulnerability to hazards, provides a methodology for analyzing hazards, and provides the basis for the EOP. Further detailed information regarding hazards and risks in the State of Oregon as well as planned mitigation efforts and strategies can be found in the *State of Oregon Natural Hazards Mitigation Plan* prepared by the State Interagency Hazard Mitigation Team.

### 2.2 State Profile

The following state profile information was obtained from *Oregon's Enhanced State Natural Hazard Mitigation Plan*:

#### 2.2.1 Region 1, Oregon Coast



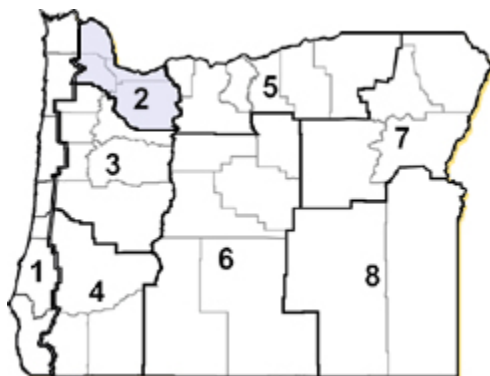
The Oregon Coast region has experienced a 5.3% increase in population since 2000. This represents a lower rate of growth than other regions of the state. Just over half of the region's population lives in incorporated areas. Thirty percent of the region's houses were built before 1960, 35% between 1960 and 1980, and 35% were built after 1980. Transportation networks are an important consideration for the coastal region given the physical

boundary of the ocean to the west and the Coast Range to the east. The average commute for workers in this region is 22 minutes each way. Most bridges in the

## 2. Situation and Assumptions

area have not been seismically retrofitted, creating significant risk to the commuting population from earthquakes. Historically, the fishing, lumber and wood products industries dominated this region, but those industries have been surpassed by service sector jobs and retail. The median income for residents of region 1 in 2007 was \$38,183. This is below the national average of \$50,007 and the state's average of \$47,385.

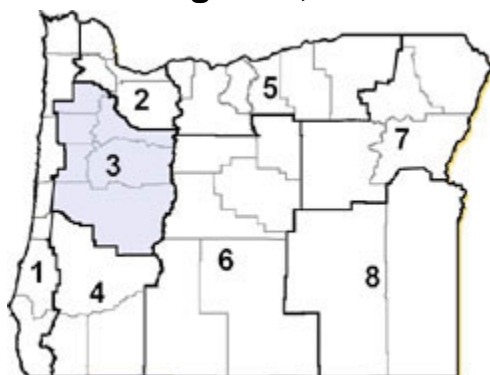
### 2.2.2 Region 2, Northern Willamette Valley/Portland Metro



Region 2 is made up of four counties: Columbia, Washington, Multnomah, and Clackamas. Encompassing the Portland metropolitan area, the Northern Willamette region is home to nearly half of the state's population. Since 2000, the population of the region had increased 11.7%. Seventy-three percent of the region's population lives in incorporated areas and 27% live in unincorporated areas. The older the house, the greater risk

from damage from natural disaster, and 30% of the region's housing was built before 1960. Thirty-four percent were built between 1960 and 1980, and 36% after 1980. Transportation networks are another important consideration in hazard mitigation. In very dramatic fashion, flooding and landslides (which occur frequently in this region) can impact roads, bridges and railways. The average commute for workers in the region is 25 minutes each way. Most bridges in the area have not been seismically retrofitted, creating significant risk to the commuting population from earthquakes. Looking towards the future, the high tech. industry, electronics, transportation, metals, healthcare, administrative, finance and retail trade sectors will continue to provide goods, services and work opportunities for the area residents. The median income for the region was \$55,482 in 2007. This is well above the national average of \$50,007 and the state's average of \$47,385.

### 2.2.3 Region 3, Mid/Southern Willamette Valley

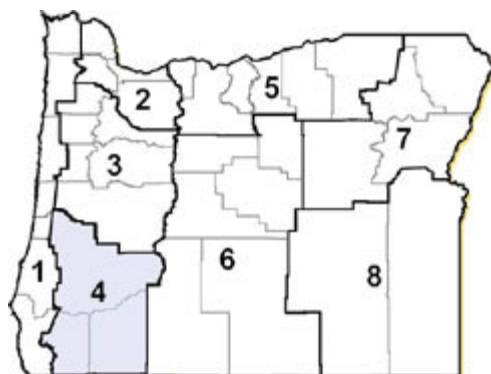


Region 3 is composed of Benton, Lane (the non-coastal portion), Linn, Marion, Polk, and Yamhill counties. Since 2000, the population of Region 3 increased by approximately 8.0%. This rapid growth rate is projected to continue over the next 20 years. Seventy percent of the region's population lives in incorporated areas. Twenty-eight percent of the region's

## 2. Situation and Assumptions

housing was built before 1969, 39% was built between 1960 and 1980, and 33% was built after 1980. Transportation networks are an important consideration in hazard mitigation. The impact of a disaster can disrupt automobile traffic and shut down local transit systems across the region, making evacuations difficult. The average commute for workers in the region is 22 minutes each way. Most bridges in the area have not been seismically retrofitted, creating significant risk to the commuting population from earthquakes. In Region 3, the median household income in 2007 was \$45,496, which is lower than the State of Oregon's median household income of \$47,385.

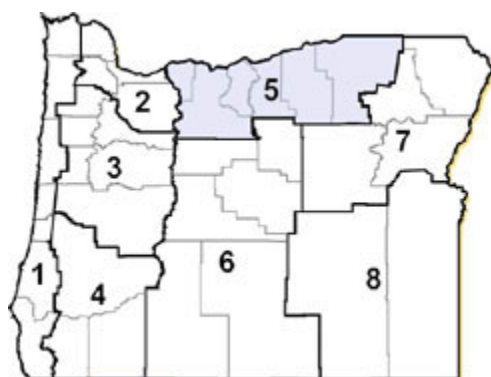
### 2.2.4 Region 4, Southwest Oregon



Region 4 is composed of Douglas (the non-coastal portion), Jackson, and Josephine counties. The Southwest Oregon region has experienced an 10.2% increase in population since 2000. The region is projected to grow at a moderate rate over the next 20 years. The region's population is almost equally divided between incorporated and unincorporated areas. Twenty-seven percent of the region's houses were built before 1960,

37% between 1960 and 1980, and 36% were built after 1980. The impact of disaster can disrupt automobile traffic and shut down local transit systems across the region, making evacuation difficult. The average commute for workers in this region is 20 minutes each way. Most bridges in the area have not been seismically retrofitted, creating significant risk to the commuting population from earthquakes. In Region 4, median household income in 2007 was \$39,938, which is lower than the State of Oregon's median household income of \$47,385. The economy has experienced a transition from the timber and wood products industry to one that is service-based.

### 2.2.5 Region 5, Mid-Columbia



Region 5 is composed of Gilliam, Hood River, Morrow, Sherman, Umatilla, and Wasco counties. The Mid-Columbia region has experienced a 3.7% increase in population since 2000. This growth pattern is projected to continue at a moderate rate over the next 20 years. Sixty-one percent of the region's population lives in incorporated areas with the other 39% living in unincorporated areas. On average, 75% of

## 2. Situation and Assumptions

the region's houses were built before 1960. The impact of a disaster can disrupt automobile traffic and shut down local transit systems across the region, making evacuation difficult. This is particularly important in this region where hazardous materials are being transported along Interstate 84 and nearby railroad lines. The average commute for workers in this region is 19 minutes each way. Most bridges in the area have not been seismically retrofitted, creating significant risk to the commuting population in areas at risk from earthquakes. In Region 5, the median household income in 2003 was \$37,355, which was lower than the State of Oregon's median household income of \$42,593. The economic base of the region is experiencing a transition from timber and wood products and aluminum industries to a service-based economy. Agriculture, especially wheat, is also a significant contributor to the economic base of the region.

### 2.2.6 Region 6, Central Oregon

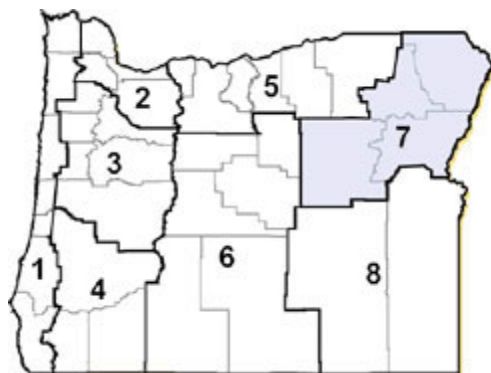


Region 6 consists of Crook, Deschutes, Jefferson, Klamath, Lake and Wheeler counties. Population in the region has grown by 30% since 2000, nearly three times faster than the state overall. Deschutes County has become the fastest growing county in the state. Slightly more than half of the region's population lives in unincorporated areas. Thirty percent of the houses in the region were built before 1960, 35% between 1960 and 1980, and

36% were built after 1980. The median household income in the central Oregon region in 2007 was \$39,627, which is below the state and national levels. The recreation and tourism industries have helped to create new jobs in Crook, Deschutes, and Jefferson counties. The service, retail, tourism, healthcare, construction, and manufacturing industries are expected to continue to grow in the future. Recent population growth has led to an increase in traffic and commuting. The average commute time for workers in the region is 20 minutes each way. Most bridges in the area have not been seismically retrofitted, creating significant risk to the commuting population in areas at risk from earthquake. Critical facilities, those facilities essential to government response and recovery activities, have been inventoried for each county.

## 2. Situation and Assumptions

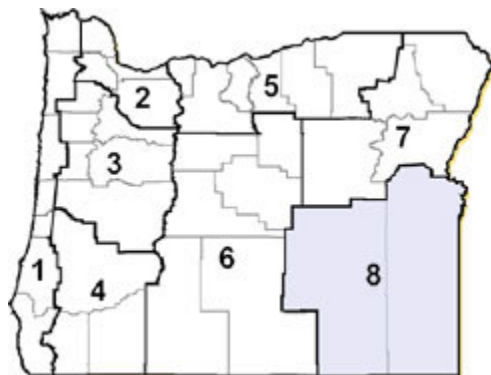
## 2.2.7 Region 7, Northeast Oregon



The region of Northeast Oregon has not experienced an increase in population since 2000. Seventy percent of the region's population lives in incorporated areas. Of the region's houses, 45% were built before 1960, 31% between 1960 and 1980, and 24% were built after 1980. Disasters can disrupt automobile traffic and shut down local transit systems across the region, making evacuation difficult.

The average commute for workers in this region is 17 minutes each way. Most bridges in the area have not been seismically retrofitted, posing significant risk to the commuting population in areas at risk from earthquakes. The region has historically been dependent upon agriculture and timber as major sources of jobs and income. However, the region has lost a significant portion of the timber industry and related federal jobs due to industry slowdowns and environmental reasons. Looking towards the future, agricultural, manufacturing, educational, healthcare, governmental, tourism, seasonal recreation and retail trade sectors will continue to grow and develop. The median household income in 2003 was \$32,980. This is below the national average of \$43,318 and the state's average of \$42,593.

## 2.2.8 Region 8, Southeast Oregon



Region 8 is the second largest of the state's regions; however it consists only of Harney and Malheur counties. The least populated region in the state, the Southeast Oregon region has experienced a 0.7% increase in population since 2000. This growth pattern is projected to continue at a slow to moderate rate over the next 20 years. The region's population is almost equally divided between incorporated and unincorporated areas.

Forty percent of the region's houses were built before 1960, 38% between 1960 and 1980, and 22% were built after 1980. The impact of a disaster can disrupt automobile traffic across the region, making evacuation difficult. The average commute for workers in this region is 16 minutes each way. Eight percent work at home. Most bridges in the area have not been seismically retrofitted, creating risk to the commuting population in areas vulnerable to earthquakes. The region's economy historically has been dependent upon agriculture and timber as a major source of jobs and income. Looking towards the future, agriculture, manufacturing, healthcare, government, tourism, seasonal recreation and retail

## 2. Situation and Assumptions

trade sectors will continue to grow, providing goods, services, and work opportunities for the region's residents. The median household income for this region was \$30,160 in 2003. This is well below the national average of \$43,318 and the state's average of \$42,593.

### 2.3 Assumptions

- Some incidents occur with enough warning that appropriate notification can be issued to ensure the appropriate level of preparation. Other incidents occur with no advanced warning.
- The State may be unable to satisfy all emergency resource requests during a major emergency or disaster.
- State agencies, businesses, industries and citizens will utilize and coordinate their own resources for the first several days after an emergency or disaster.
- Local jurisdictions must comply with ORS 401, OAR, the State EMP, and:
  - Establish plans/procedures for continuity of government
  - Establish an emergency management organization and implement NIMS compliancy procedures and plans
  - All requests for resources will be sent to the State ECC for coordination in accordance with the State EOP
  - Communicate with the State ECC on the status of activities during and following an emergency or disaster
  - Issue local emergency proclamations and request state assistance when appropriate
- State agencies with responsibilities in the State EOP will have an emergency management plan/procedures that enables them to:
  - Execute procedures for continuity of operations (COOP)
  - Provide staff liaison to the State ECC as required during activations
  - Support the State's overall emergency management mission
  - Provide situation reports on department/agency resources during an emergency or disaster
  - Develop and implement policies that reduce the effects of an emergency or disaster

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## 2. Situation and Assumptions

- Federal assistance will be available for disaster response and recovery operations under the provisions of NRF and Public Law 93-288, the Stafford Act

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2. Situation and Assumptions

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# 3

## Roles and Responsibilities

The following pages outline the roles and responsibilities of state agencies that may be involved in an emergency response or in an emergency management operation. This information is intended to provide a general overview of the roles and responsibilities of state agencies and is not intended to comprehensively cover specific procedures. Each department/agency is expected to develop and maintain procedures in an agency emergency plan or Continuity of Operations Plan/Business Continuity Plan that supports this EOP. During response to an emergency or disaster, state agencies may be requested to send representatives to the Oregon Emergency Coordination Center (ECC) as required by the State's response.

<b>Agency</b>	<b>Lead</b>
Administrative Services, Dept. of (DAS)	ESF 7
Agriculture, Dept. of (ODA)	ESF 11
Aviation, Dept. of (AERO)	
Business Development Department (OBDD)	ESF 14
Consumer & Business Services, Dept. of (DCBS)	
<i>Building Codes Division (BCD)</i>	
<i>Occupational Safety &amp; Health Division (OSHD)</i>	
Corrections, Dept. of (DOC)	
Energy, Dept. of (ODOE)	ESF 12
Environmental Quality, Dept. of (DEQ)	ESF 10
Fish & Wildlife, Dept. of (ODFW)	
Forestry, Dept. of (ODF)	ESF 4
Geology & Mineral Industries, Dept. of (DOGAMI)	
Justice, Dept. of (DOJ)	ESF 13

## 3. Roles and Responsibilities

<b>Table 3-1 State Agencies in this EOP</b>	
<b>Agency</b>	<b>Lead</b>
Housing & Community Services, Oregon (OHCS)	
Human Services, Dept. of (DHS)	ESF 6 & 8
<i>Public Health Division (PHD)</i>	ESF 8
Land Conservation & Development, Dept. of (DLCD)	
Military, Oregon Dept. of (OMD)	
<i>Emergency Management, Office of (OEM)</i>	ESF 2, 5, 9, 14 & 15
Public Utility Commission (PUC)	ESF 2 & 12
State Lands, Dept. of (DSL)	
State Police, Oregon (OSP)	ESF 13
<i>State Fire Marshal, Office of the (OSFM)</i>	ESF 4, 9 & 10
Transportation, Dept. of (ODOT)	ESF 1 & 3
Water Resources Dept. (WRD)	

State department and agency heads and staff are responsible for developing, planning, and training to internal policies and procedures to meet response and recovery needs safely. They should also participate in interagency training and exercises to develop and maintain necessary capabilities.

### 3.1 Governor's Office

The Governor's Office is responsible for:

- Directing state resources and providing the strategic guidance needed to prevent, mitigate, prepare for, respond to and recover from incidents of all types.
- Making, amending or suspending certain orders or regulations associated with response in accordance with state law.
- Communicating with the public to inform, educate, and help people, businesses, and organizations cope with the consequences of any type of incident.
- Commanding the State's National Guard personnel not in federal service.

### 3. Roles and Responsibilities

- Coordinating assistance from other states through interstate mutual aid and assistance compacts such as the Emergency Management Assistance Compact.
- Requesting federal assistance including, if appropriate, a Stafford Act Presidential declaration of an emergency or major disaster when it becomes clear that state capabilities will be insufficient or have been exceeded.
- Coordinating with impacted tribal governments within the State and initiating requests for a Stafford Act Presidential declaration of an emergency or major disaster on behalf of impacted tribes when appropriate.

#### 3.2 Administrative Services, Department of (DAS)

DAS is responsible for:

- Department of Administrative Services prepares the Governor's budget recommendations, provides accounting services, oversees the acquisition and use of information systems, and provides cyber services to state agencies.
- DAS coordinates salvage operations, adjusts property damage claims and submits those above the retention level to the state's commercial insurers. It coordinates the initial contact between FEMA and state agencies and walks the smaller agencies through the FEMA claims process as their consultant. DAS also manages the State Motor Pool, provides facilities lease management and negotiation, provides centralized contracting and emergency procurement services, Geographic Information Systems (GIS) mapping, and provides printing services to State agencies.
- DAS provides direction regarding buying services and strategic procurement services. Should the need arise due to a disaster event, DAS may be tasked with the responsibility of procuring a site suitable to the collection and distribution of donated goods and materials.
- The state's surplus property is managed by DAS. They act as an agent to distribute Federal surplus property to state agencies. While DAS does not normally respond directly to disasters, it plays a pivotal role in supporting those who do. DAS may redeploy state personnel to assist with disaster operations.

*See ESF 7 – Logistics Management and Resource Support and ESF 12 – Energy for more information.*

### 3. Roles and Responsibilities

#### 3.3 Agriculture, Department of (ODA)

During an emergency, the Department of Agriculture advises the Governor on matters pertaining to the safety and conservation of agricultural resources. The response of the Oregon Department of Agriculture is 1) to ensure food safety, animal health, and provide consumer protection; 2) to protect the natural resource base for present and future generations of farmers and ranchers, and 3) to protect economic development and expand market opportunities for Oregon agricultural products.

- The **Animal Health and Identification Division** provides veterinary services to control and eradicate animal diseases, especially those transmissible to humans, livestock, and birds. Provides guidance and assistance to local jurisdictions for response to disasters that involve domestic animals.
- The **Food Safety Division**'s team, during an emergency, inspects and regulates all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption. This includes all seafood, dairy, retail grocers, bakeries, non-alcoholic beverages, custom meat, eggs, warehouses, and food manufacturing. ODA coordinates with the State Public Health Officer on milk and other food products in response to nuclear incidents and works closely with the Oregon Public Health Division in response to all food emergencies when necessary.
- **Laboratory facilities** provides analysis for food and dairy samples, animal diseases, animal feeds, shellfish, fertilizer, water, plant pest and disease, pesticides, and market assurance analysis. Analyses are also provided for the Food Emergency Response Network (FERN) and the National Animal Health Laboratory Network (NAHLN).
- The **Natural Resources Division**'s response is to conserve and protect natural resources on public and private lands. Primary program areas include: water quality related to agricultural activities, confined animal feeding operations (CAFO), smoke management from field burning, land use planning related to agricultural issues, and support for Soil and Water Conservation Districts. The Division maintains a database with capability to provide the location (map) of CAFO operations permitted by the department.
- The **Pesticides Division** is available to provide technical information on pesticides and fertilizers. The Division regulates the sale and use of pesticides, provides testing and licensing for all users of restricted-use pesticides, is responsible for fertilizer registration, and investigates incidents possible of pesticide misuse. It's Pesticide Analytical and Response Center (PARC) functions as a clearinghouse for information

### 3. Roles and Responsibilities

on alleged and actual health and environmental incidents and reports its findings. ODA investigates these incidents and reports its findings.

- The **Plant Division** works to exclude, detect, and control or eradicate serious weeds, insect pests, and plant diseases. Nursery stock and Christmas trees are inspected for pest and disease problems so they can be certified for shipment to out-of-state markets.

*See ESF 11 – Agriculture and Natural Resources for more information.*

#### 3.4 Aviation, Department of (AERO)

The Department of Aviation supports our communities by preserving and enhancing aviation. AERO goals include development of aviation as an integral part of the state's transportation network and supporting aviation safety and education.

The department owns and operates 28 airports statewide, most in rural areas, and provides funding for the state's air search and rescue program. Dept of Aviation maintains a detailed database about all airports and heliports in the state. During times of disaster, Dept of Aviation can provide:

- Staff to respond to OEM to assist in emergency
- Staff and equipment to assist in emergency airport repairs
- Facilitate the acquisition of aviation assets in an emergency to support state requirements

*See ESF 1 – Transportation and ESF 9 – Search and Rescue for more information.*

#### 3.5 Consumer & Business Services, Department of (DCBS)

Department of Consumer and Business Services is Oregon's largest business regulatory agency, and is the parent organization of the Building Codes Division, Oregon Occupational Safety and Health Division (OR-OSHA), and Insurance Division.

To effectively provide support to the ECC, DCBS designates a single point of contact (SPC) for the agency to serve as our agency liaison to the EOC. DCBS/OR-OSHA Health Field Operations Manager serves the role of single point of contact. In that capacity, the single point of contact is a member of the OERS Council and also is assigned to the ECC upon activation. This person coordinates with the agency to identify resources and functions that are responsive to the specific needs of any particular event. The activities that potentially may be resources to support disaster response, mitigation, and recovery that are available from DCBS during emergencies include:

### 3. Roles and Responsibilities

- **Oregon OSHA:** Coordinate and perform the actions identified within the Worker Safety & Health Support Annex of the National Response Framework, or state equivalent; provide occupational safety and health technical support to other state and local entities; assess responder safety and health resource needs, e.g., OSHA on-site assistance, incident-specific personal protective equipment protocols, training, safety and health monitoring; investigating workplace fatalities, major accidents, and safety and health complaints.
- **Insurance Division:** Ensure the financial soundness of insurers, the fair treatment of consumers, and the affordability and availability of insurance products by: providing consumer education and information resources about types of insurance policies and coverage; explain claims processing to assist consumers in working with their insurers; consumer advocacy with insurers; coordinate and communicate with other state and federal agencies, legislators, and other public officials on constituent inquiries and needs for assistance; liaison with major insurers to monitor the volume of claims and their resolution.
- **Building Codes Division:** Ensure safe building construction by adopting and administering uniform statewide building codes; providing building code and rule interpretation; assisting local government building departments; enforcing license, code and permit requirements; certifying inspectors and licensing trade professionals.
- **Division of Finance and Corporate Securities:** Encourage a wide range of financial services, products, and information for Oregonians, provided in a safe, sound, equitable, and fraud-free manner by: supervising state-chartered or state-licensed financial institutions and financial-service providers; protect consumers, ensuring industry compliance with financial service laws, and promoting confidence in the financial system by investigating complaints and alleged violations.
- **Workers Compensation Division:** Protect injured workers' benefits and rights in the workers compensation system by: ensuring that employers maintain workers' compensation insurance coverage; ensuring that injured workers receive timely benefits and quality medical care; resolving medical, vocational, disability, and other disputes; providing consultation and technical assistance to workers, employers, insurers, claims examiners, attorneys, medical providers, and others. This division provides additional programs supporting injured workers and assisting employers with workers' compensation issues.

### 3. Roles and Responsibilities

#### 3.5.1 Building Codes Division (BCD)

BCD is charged with adopting and enforcing uniform building codes related to construction, reconstruction, alteration, and repair of structures and to installation of mechanical, plumbing, and electrical devices and equipment. BCD is also responsible for certifying and maintaining a current list of qualified post-earthquake inspectors to assist in case of an earthquake or other qualifying disaster wherever it might occur. This list is made available to all building departments on the BCD's web site. BCD will participate as a team member at the State Emergency Coordination Center to provide consultation services. BCD may assist the Emergency Management Division with identifying priority inspection areas.

#### 3.5.2 Occupational Safety & Health Division (OSHD)

OSHD is responsible for:

- Administering the Oregon Safe Employment Act (OSEAct) and enforcing the Oregon Occupational Safety and Health Rules. The rules establish minimum safety and health standards for all industries
- Operating a nationally certified occupational health laboratory in Portland. This well-equipped lab analyzes samples collected by compliance officers and consultants to determine chemical compositions and concentrations of hazardous substances to which workers may be exposed

*See SA E – Worker Safety and Health for more information.*

### 3.6 Corrections, Department of (ODOC)

ODOC mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. The ODOC is responsible for the control and custody of inmates housed in prisons throughout Oregon. Offenders sentenced for more than 12 months for crimes are sent to prison. Inmates may be housed in maximum, medium, or minimum custody prisons. Only inmates classified with minimum custody may be used to provide labor in the communities. There are 13 custody prisons located throughout Oregon. Generally, minimum custody inmates may be used during a community emergency through Inmate Work Programs or by a declaration of a "State of Emergency".

- Inmate Work Programs offer inmate work crews usually consisting of up to 10 inmates with a supervisor. These crews can be arranged through the local prison and may be assigned to work up to 90 miles from the prison. Typically, the work crew will be transported, equipped and supervised by ODOC personnel.

### 3. Roles and Responsibilities

- State of Emergency declaration will enable inmate work crews to be dispatched to needed locations for prevention or mitigation efforts. All inmate work crews will be activated through the State Emergency Coordination Center (ECC) and will be assigned an incident number. The ECC will contact the local prison to activate the requested inmate work crews.

#### 3.7 Oregon Business Development Department (OBDD)

The Oregon Business Development Department works to create, retain, expand and attract businesses that provide sustainable, living-wage jobs for Oregonians through public-private partnerships, leveraged funding and support of economic opportunities for Oregon companies and entrepreneurs.

One element of OBDD, Business Oregon's Infrastructure Finance Authority (IFA), helps Oregon communities improve the quality of life of their citizens. The IFA's grants, loans and technical assistance mean cleaner and safer drinking water; compliant waste water systems; better roads, main streets, and utilities; and improved social facilities for Oregon statewide. The IFA strives to coordinate the delivery of infrastructure financing to Oregon communities and to better collaborate with local partners.

#### 3.8 Energy, Department of (ODOE)

ODOE is the lead state agency for managing radiological emergencies at fixed nuclear facilities. This includes the Hanford facilities, the Columbia Generating Station (region's only operating commercial nuclear power plant), and the Trojan Independent Spent Fuel Storage Installation. ODOE responsibilities cover the state's two research reactors at Oregon State University and at Reed College. ODOE also takes the lead in response to transportation accidents involving radioactive materials on Oregon highways.

They developed and maintain the hazard specific ODOE Duty Officers Procedures and the *CGS/Hanford Emergency Response Plan*. The Oregon Department of Energy is also the lead agency for ensuring a coordinated response to severe or long-term petroleum emergencies that impact the state. ODOE developed and maintains the *Oregon Petroleum Contingency Plan* that includes a state-wide fuel allocation program. ODOE is also the lead agency for ensuring a coordinated response to transportation, transmission and distribution emergencies involving Liquid Natural Gas (LNG) vessels, pipelines, and facilities. ODOE will develop and maintain the *Oregon Liquefied Natural Gas Contingency Plan* prior to the operation of any LNG facilities sited in the state.

*See ESF 12 – Energy for more information.*

### 3. Roles and Responsibilities

#### 3.9 Environmental Quality, Department of (DEQ)

DEQ is the lead state agency for response to emergencies involving oil and chemically hazardous materials, except for spills or releases from chemical weapons at the Umatilla Chemical Depot and radiological releases for which Oregon Public Health is the primary state lead.

DEQ can contract for the cleanup of oil or hazardous materials in cases where a responsible party is unknown, unable, or unwilling to promptly and effectively conduct the cleanup. DEQ also assists law enforcement agencies by arranging for removal and disposal of chemicals from illegal drug labs, and has laboratory capability to analyze oil and hazardous materials samples on an emergency basis.

- DEQ is a member of the Regional Response Team/Northwest Area Committee which publishes the regional oil and hazardous materials response plan, the *Northwest Area Contingency Plan (NWACP)*, [http://www.rrt10nwac.com/nwacp\\_document.htm](http://www.rrt10nwac.com/nwacp_document.htm). The NWACP serves as the State of Oregon Oil and Hazardous Materials Plan according to the State of Oregon's Emergency Operations Plan.
- Other agencies, including the Office of the State Fire Marshal, local responders and the Oregon Department of Transportation often manage the initial response to oil and hazardous material spills. DEQ oversees and assists with final cleanup actions for oil and hazardous materials releases.
- DEQ also develops comprehensive plans and programs for air and water pollution control and solid and hazardous waste disposal.

*See ESF 10 – Oil and Hazardous Materials for more information.*

#### 3.10 Fish & Wildlife, Department of (ODFW)

ODFW is concerned with, and responds to, oil and hazardous materials incidents and all other incidents that could degrade land or water to the point that fish or wildlife would be adversely affected, or their habitat degraded or destroyed. Under such circumstances, the agency is capable of assessing damage to natural resources.

ODFW is also charged with damage assessment for lands and infrastructure under their control and may provide personnel and vehicle assets to aid in disaster response and recovery efforts. They also assist ODA with control and eradication of an outbreak of a highly contagious or economically devastating animal/zoonotic disease.

*See ESF 10 – Oil and Hazardous Materials for more information.*

### 3. Roles and Responsibilities

#### 3.11 Forestry, Department of (ODF)

The Oregon Department of Forestry activities involve all phases of forestry including: responsibility for the protection from fire of the sixteen million acres of private, state, and federal forest lands; the detection and control of harmful forest insects, pests and forest tree diseases; the rehabilitation and management of state-owned forest lands; and operation of tree nurseries.

Though the *Fire Mobilization Plan*, ODF can mobilize a substantial response to emergencies including incident management teams, public information personnel, radio systems, communications trailers, kitchens, shower units, and other support services.

ODF assesses damage to lands and infrastructure under its control and may provide staff and vehicle assets to aid in disaster response and recovery efforts.

ODF operates the Salem Coordination Center, which is responsible to coordinate the distribution of ODF assets statewide. Area Headquarters located throughout the state direct response activities of ODF assets.

*See ESF 4 – Firefighting for more information.*

#### 3.12 Geology & Mineral Industries, Department of (DOGAMI)

DOGAMI serves the public by providing a cost-effective source of geological maps and other information. This information can be used to reduce the future loss of life and property due to potentially devastating earthquakes, tsunamis, landslides, floods, and other geologic hazards; inventory geologic resources including aggregate and industrial minerals and mineral fuels; formulate policy based on an improved understanding of geologic processes and conditions that will affect the use of lands and water in the state; and guide the responsible development of mineral resources.

During, or in anticipation of events of geological significance such as earthquake, tsunami, landslide and debris flows DOGAMI can provide:

- A staff member to serve as spokesperson to the media to explain the event.
- Staff to the State ECC to serve as technical support.
- After earthquakes and or tsunamis that cause surface damage, provide field teams to identify, catalogue, photograph and analyze geologic features unique to the event.

### 3. Roles and Responsibilities

#### 3.13 Housing & Community Services, Oregon (OHCS)

Oregon Housing and Community Services (OHCS) provides financial and program support to create and preserve quality, affordable housing and facilitates other services for moderate, low, and very-low income Oregonians.

The coordination between housing and services creates a continuum of programs that can assist individuals and families with disaster recovery. These efforts also bring other economic and social benefits to communities following disasters.

#### 3.14 Human Services, Department of (DHS)

DHS, the state's principal health and human services agency, coordinates and administers state and federal programs that make it possible for people to lead lives that are independent, healthy and safe. DHS is a primary agency to ESF 6 in a disaster situation.

DHS is also the parent department for the Oregon Public Health Division (PHD). PHD's broad mission is to protect, preserve, and promote the health of all Oregonians. PHD is the ESF 8 primary lead agency during a disaster situation. PHD is the lead state agency for all radiation emergencies except for those delegated to DOE, and all human disease-related emergencies and drinking water emergencies. PHD is the primary link to Federal Department of Health and Human Services and the Centers for Disease Control and Prevention and to each of the State's Local Health Departments (LHD) and 62 hospitals in the state.

The DHS programs involved in emergency preparedness and response are:

- **Public Health Emergency Preparedness (PHEP) Section** improves public health preparedness capacity by ensuring coordination among tribes, local, state and federal agencies and private health care partners before, during and after emergency events where the public's health is an issue. PHEP is also responsible for the receipt and delivery of the Strategic National Stockpile.
  - **Planning and Response:** PHEP, with the aid of the Conference of the Local Health Officials (CLHO), develops plans and procedures to prepare and respond to emergencies concerning the public's health.
  - **Health Alert Network (HAN)** is part of the CDC National Health Alert Network System and is a key component of the Public Health Information Network (PHIN). HAN is used to convey consistent and timely health information in a secure manner to partners around the state.
  - The **Hospital Preparedness Program (HPP)** goal is to ensure hospitals and other components of Oregon's healthcare system

### 3. Roles and Responsibilities

use designated federal funds to maintain, refine, and to the extent achievable, enhance their: (i) response capacities; (ii) preparedness plans for all-hazards including, pandemic influenza; and (iii) exercise and training programs.

- The **Public Health Training and Exercises Section** offers the training to public health, hospital, and other relevant partners in various aspects of preventing and responding to public health emergencies. It also manages the emergency exercise program for public health response.
- The **Preparedness Surveillance and Epidemiology Team** is responsible for the identification, investigation, and prevention of diseases caused by infectious agents. This program conducts disease surveillance; collects and analyzes surveillance data; publishes public health recommendations; develops disease prevention, preparedness and response guidelines; and investigates and helps control disease outbreaks.
- **Public Health Laboratory Preparedness and Laboratory Response Network (LRN)** supports the activities of PHD and LHD by providing lab testing and consultation. During a biological emergency event, the Public Health Lab is the state's primary source of laboratory agent identification.
- The **Emergency Medical Services (EMS) Section** coordinates statewide trauma system planning, ambulance service area planning, and develops standards for ambulance personnel and emergency medical technicians.
- **Public Health Environmental Program** helps control environmental hazards through oversight of public drinking water systems, restaurants and other food-service facilities. It also monitors other hazards such as lead, toxic materials and household molds.
  - The **Drinking Water Section (DWS)** works to ensure the safety of public water supplies. During an emergency, DWS works closely with the local water districts to ensure a safe supply of drinking water.
  - The **Radiation Protection Services Section** provides radiation monitoring expertise and is the state's primary radiological response organization. It also provides radiation monitoring training to local government emergency response agencies.
  - The **Environmental Toxicology Program** (renamed to Research & Education Section) performs functions to help

### 3. Roles and Responsibilities

protect the health and safety of the public from environmental hazards.

- The **Food Safety Section** protects the public from contaminated food in food service establishments.
- The **Children, Adults and Families (CAF) Division** is responsible for planning and responding to emergencies that involve the health and safety of children and for the administration of benefit claims during disaster situations.
- **Addiction and Mental Health (AMH) Division** is responsible for planning and responding to emergencies that involve the health and safety of vulnerable individuals, and for crisis counseling and intervention during disaster situations.
  - **Oregon State Hospital (OSH)** is responsible for ensuring that it is prepared to meet critical and basic needs of its psychiatric patients, as well as staff, during natural disaster and/or other emergencies that affect its ability to provide care and treatment.
- The **Seniors and People with Disabilities (SPD) Division** is responsible for planning and responding to emergencies that involve the health and safety of seniors and people with physical and developmental disabilities.

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 8 – Public Health and Medical Services for additional information.*

#### 3.14.1 Public Health Division (PHD)

PHD operates under DHS and is the ESF 8 primary lead agency during a disaster situation. PHD is also the:

- Lead state agency for all human disease-related emergencies and drinking water emergencies.
- Primary link to Federal Department of Health and Human Services and the Centers for Disease Control and Prevention and to each of the State's local health departments.

*See ESF 8 – Public Health and Medical Services for additional information.*

#### 3.15 Justice, Department of (DOJ)

The General Counsel Division provides a broad range of legal services to state officials, agencies, boards and commissions. This is accomplished through such day-to-day activities as giving legal advice, drafting contracts and other documents, representation in administrative hearings and providing legal opinions. The Division also handles some litigation and appellate work involving

### 3. Roles and Responsibilities

client agencies, and drafts ballot titles in cooperation with the Appellate Division. The Division's work is organized into sections dealing with specialized areas of the law. Emergency management issues fall under the Government Services Section.

The Organized Crime Section of the DOJ's Criminal Justice Division detects and deters organized criminal and terrorist activities in the state. The section is involved in five basic types of activity to combat organized criminal enterprises.

Investigate allegations of corruption or malfeasance by public officials in Oregon, and where appropriate, coordinate, cooperate and assist in taking legal action.

Those functions are more specifically described as follows:

- Develop and maintain a liaison between local, state and federal law enforcement agencies in Oregon, assisting them in the investigation and suppression of organized criminal activity and encouraging cooperation among those agencies.
- Establish a coordinated system of collecting, storing and disseminating information relating to organized crime.
- Investigate investment of funds in Oregon suspected to have been generated by criminal activities.
- Conduct comprehensive factual studies of organized criminal activity in Oregon, outlining existing state and local policies and procedures with respect to organized crime and formulating and proposing such changes in those policies and procedures as the Department may deem appropriate.

The Crime Victims Services Division of the DOJ hosts a statewide team of multidisciplinary trained crisis responders to assist in the aftermath of a disaster. The Crisis Response Team (CRT) has the capacity to mobilize on a county or state level to help groups of affected people to cope with immediate crisis reactions and plan for ongoing support in the aftermath of an incident of criminal mass trauma. The Division is also responsible for assisting victims in accessing emergency Crime Victims' Compensation and ensuring that victims' rights notification takes place, and that victims' rights are honored. The Division works in collaboration with local Victim Assistance and non-profit victim service programs, the FBI Victim Assistance, the Red Cross, DHS Behavioral Health staff and the National Organization for Victims' Assistance (NOVA).

#### 3.15.1 Fusion Center

The Oregon TITAN Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect 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

### 3. Roles and Responsibilities

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.

#### **3.16 Land Conservation and Development, Department of (DLCD)**

DLCD administers Oregon's statewide land-use planning program and Oregon's federally approved coastal-management program. It also administers the National Flood Insurance Program in Oregon.

#### **3.17 Military, Oregon Department of (OMD)**

OMD is the headquarters for the Army and the Air National Guard and supervises all matters pertaining to personnel administration, support and logistical support of the Guard, State Defense Force, Oregon Emergency Management, and all state-owned or leased armories, posts, camps, military reservations and rifle ranges.

### 3. Roles and Responsibilities

Guard units are trained and equipped to aid in providing law enforcement, medical care, traffic control, fire fighting support, resource distribution, potable water transportation, mass feeding of disaster victims, establishing communications networks with fixed and mobile radios, providing aerial surveillance of a disaster area, and the provision of limited electric power from portable generators. The Guard may also assist in search and rescue, lifesaving and air ambulance missions.

In peacetime, the Guard is under the command of the Governor with its active command and administration vested in the Adjutant General. When directed by the Governor through a declaration of a “State of Emergency”, the Guard may be placed in state “active duty status”, with the state bearing financial responsibility for the committed forces to include wages, fuel, equipment maintenance, and other expenses.

It is the policy of the Governor and the Adjutant General to mobilize only those Guard resources necessary to respond to the emergency situation.

OMD operates a Joint Operations Center (JOC) that controls the response activities of all Guard units. OMD maintains a presence in the State ECC whenever the ECC is activated.

Specific Emergency Management restrictions:

- No State agency or local jurisdiction may employ Guard assets without the State ECC approval. The exception to this rule is that area Commanders may render immediate aid to save lives and protect property under circumstances outlined in National Guard Regulation (NGR) 500-1, Military Support to Civil Authorities.
- In general terms, Guard assets may be deployed under the following conditions:
  - The situation is beyond the control of local authorities and formal assistance has been requested through the declaration process.
  - Requested resources are not available from commercial sources and are deployed to supplement, not replace local efforts.
  - Assistance is limited to those tasks that the Guard can accomplish more effectively or efficiently than another State agency.
- Guard resources specifically requested by State agencies or local jurisdictions will generally be provided on a cost reimbursable basis.

### 3. Roles and Responsibilities

#### 3.17.1 Emergency Management, Office of (OEM)

OEM is also known as Oregon Emergency Management. The mission and purpose of this agency is to execute the responsibility of the Governor to establish, maintain, and implement an emergency services system in the state of Oregon. The *Oregon Emergency Operations Plan* is a critical element of that system. The plan is the vehicle for implementing State emergency powers and authority granted to the Governor under Oregon Revised Statutes (ORS) Chapter 401.

OEM coordinates with local jurisdictions to develop and maintain city and county emergency operations plans. In accordance with ORS 466.635, OEM serves as the state's twenty-four hour central reporting point for the notification of oil and hazardous materials spills and other emergency incidents. Through the Oregon Emergency Response System (OERS), OEM provides local government and industry with a single point of contact to obtain the assistance of any state emergency response agency 24 hours a day, 7 days a week.

*See ESF 2 – Communications, ESF 5 – Emergency Management, ESF 7 – Logistics Management and Resource Support, ESF 9 – Search and Rescue, ESF 14 – Long-Term Community Recovery, and ESF 15 – External Affairs for additional information.*

#### 3.18 Parks and Recreation Department (PRD)

PRD's mission is to "provide and protect outstanding, natural, scenic, cultural, historic, and recreational sites for the enjoyment and education of present and future generations." PRD operates Oregon's state parks and is responsible for administering DSL's permit program along the Oregon coast.

#### 3.19 Public Utility Commission (PUC)

The Public Utility Commission of Oregon regulates the State's investor owned electric, natural gas and telecommunications utilities, telecommunications competitive local exchange carriers (CLECs) and certain water utilities.

The PUC ensures that utilities and PUC regulated entities have sufficient emergency preparedness plans in place. During emergencies, disasters, and when the State ECC is activated, the PUC services as the State's liaison to the utilities.

The PUC's Safety, Security and Reliability Division is composed of subject matter technical specialists who have the industry expertise to understand the technical ramifications of hazards during normal operations and disaster response/recovery efforts. State agencies that respond to hazard specific events may provide technical specialists to planners.

*See ESF 2 – Communications and ESF 12 – Energy for additional information.*

### 3. Roles and Responsibilities

#### 3.20 State Lands, Department of (DSL)

Department of State Lands (DSL) manages over 4.0 million acres of agricultural, grazing, forest, estuaries and tidelands, offshore lands and submerged and submersible lands of the state's navigable waterways including the territorial sea. Approximately 106,500 acres of forestland is part of the common school lands overseen by the State Land Board and Department of State Lands. DSL's Asset Management Plan identifies most forestland as a core real estate asset of the Common School Fund. It is responsible for administering the state's removal-fill law which protects Oregon's waterways. DSL serves as the lead state agency for the protection and maintenance of the state wetlands and deepwater habitats (streams, lakes and estuaries).

Department of State Lands is also responsible for the following:

- land sales and exchanges; and
- issuance of authorizations including:
  - agriculture and rangeland forage leases
  - communications site leases
  - easements
  - licenses for use of state-owned upland and waterways
  - mineral leases
  - rights-of-entry
  - sand and gravel leases
  - waterway leases, and
  - waterway structure registrations.

#### 3.21 State Police, Oregon (OSP)

OSP's mission is to develop, promote and maintain the protection of Oregon's residents, property, and natural resources, and to enhance safety and livability by servicing and protecting its citizens and visitors through leadership, action and coordination of Oregon's public safety resources.

The Department is organized into bureaus:

- Police Services:
  - The mission is to preserve peace, to enforce the law, and to prevent and detect crime. The State Police are empowered to enforce all Oregon Statutes without limitation by county or other political subdivision. The Bureau and its members

### 3. Roles and Responsibilities

cooperate with city and county agencies while providing specific services through the Crime Laboratories and Bureau of Criminal Identification. Because OSP is often first on-scene during an emergency, it may act as an initial incident command agency until the local incident command agency is on-scene, or if no local agency is available. OSP personnel at a disaster scene may provide limited damage assessment as their duties permit. In addition to enforcement and specific services, OSP provides for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital state facilities and critical infrastructure. Generally, law enforcement within the disaster/emergency area remains the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.

- Personnel assigned to the Counter Terrorism Section (CTS) participate in active investigations of international and domestic terrorism, coordination of similar federal and local investigations, involvement in domestic preparedness issues and intelligence matters. Supervisors and Detectives assigned to CTS must qualify for and receive appropriate national security clearance authorization. CTS provides law enforcement support and coordination to Oregon Emergency Management as well as the Governor's Homeland Security Advisor.

#### ■ Public Safety Services:

- Oregon Emergency Response System (OERS): OERS is the primary point of contact by which any public agency provides the state notification of an emergency or disaster, or requests access to state or federal resources. OERS provides a 24-hour service.
- Office of the State Fire Marshal (OSFM): The mission of the Office of the State Fire Marshal is to protect life, property and the environment from fire, explosion, and hazardous materials.
- Criminal Justice Information Systems (CJIS), Law Enforcement Data Systems (LEDS). CJIS/LEDS is the focal point and "control agency" for access by law enforcement and criminal justice agencies in Oregon to the online information in the Federal Bureau of Investigations (FBI) National Crime Information Center (NCIC), the interstate law enforcement message switching network, and the National Law Enforcement Telecommunications System (NLETS), which is

### 3. Roles and Responsibilities

operated by a consortium of states. Since CJIS/LEDS computer terminals are located statewide in all law enforcement agencies and most public safety agencies, the system is used to relay critical public safety information both day-to-day and during disasters.

- Medical Examiner Division is the lead agency in the implementation of the *Mass Fatalities Incident Annex* to this plan. Activation of this annex may occur as the result of a natural disaster, terrorist action, human error, structural failure, epidemic, mass suicide or other occurrence resulting in a number of deaths which overwhelms the local medical examiner's resources. The goal of this annex is to provide for identification of the deceased, documentation of the cause and manner of death, safeguarding the property of the deceased and to return the property of the deceased and their remains to the next-of-kin.
- OSP operates two Regional Dispatch Centers (RDC). RDC locations are: Salem (northern) and Medford (southern). OSP maintains a presence in the State ECC when it is activated.

*See ESF 13 – Public Safety and Security for additional information.*

#### 3.21.1 State Fire Marshal, Office of the (OSFM)

Office of the State Fire Marshal's mission is to protect life, property and the environment from fire, and hazardous materials.

As described in the *State Fire Service Plan*, the OSFM may coordinate and direct the activities of all structural fire fighting resources of the state through the organization of state and county fire defense boards and their respective mutual aid agreements.

OSFM is responsible for planning and implementing response by structural firefighting forces called up by the Governor under the "*Conflagration Act*" (ORS 476.510 to 476-610).

Oregon State Fire Marshall oversees training, equipment and response activities of the state's 14 regional hazardous materials (HAZMAT) response teams. Additionally, they are responsible to coordinate and direct the training, equipment and use of the state's structural collapse resources. The Oregon USAR Task Force 1 is staffed by local firefighters organized under a state agreement and member-elected governance board. OSFM also coordinates and directs three Type 2 all-risk incident management teams and advanced communication equipment. The teams are staffed with local fire officers and OSFM employees.

OSFM directs the maintenance and use of the statewide Fire Net/HAZMAT microwave relay radio system.

### 3. Roles and Responsibilities

OSFM is a member of the Pacific Northwest Wildfire Coordination Group and serves as Oregon State Police fire prevention and control liaison with state and federal fire protections agencies, including Oregon Department of Forestry, US Forest Service and the Bureau of Land Management.

OSFM operates an Agency Response Center within the State ECC on an “as needed” basis. They are responsible for the duties of the State Emergency Response Commission under SARA Title III and Oregon statute. OSFM coordinates and oversees Local Emergency Planning Committees throughout Oregon.

*See ESF 4 – Firefighting, ESF 9 – Search and Rescue, and ESF 10 – Oil and Hazardous Materials for additional information.*

#### 3.22 Transportation, Department of (ODOT)

The role of ODOT is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. ODOT develops programs related to Oregon’s system of highways, roads, and bridges; railways, public transportation services, transportation safety programs; driver and vehicle licensing; and motor carrier regulation. As the designated road authority for state highways (including Interstates), ODOT, in addition to the Governor, is authorized by **ORS 810.030** to close state highways and re-route traffic. Oregon State Police and local law enforcement agencies assist with this activity. ODOT provides barricades and personnel to implement a closure or detour. ODOT Motor Carrier Transportation Division and the Driver and Motor Vehicle Services Division provide information about drivers, motor carriers, and vehicles to law enforcement through CJIS/LEDS. ODOT preparedness, response, and business continuity activities are described in the ODOT Emergency Operations Plan. ODOT also maintains Oregon’s Emergency Highway Traffic Regulation (EHTR) Plan which contains coordination procedures for supporting military deployments while managing civilian traffic during national security emergencies. The Oregon Department of Aviation is in charge of the aviation-related aspects of the ODOT Emergency Operations Plan.

- ODOT maintains an extensive radio network allowing direct communications with ODOT personnel in the field. The ODOT radio network is accessible from the OERS Communications Center and both RDC and from ODOT Transportation Operations Center (dispatch) in Portland, Salem, Central Point, and Bend.
- The Highway Division is responsible for maintaining Oregon’s highways, bridges and other infrastructure. Since many of the Operations’ personnel and equipment are permanently assigned to all areas of the state, they comprise an invaluable source of authoritative information on local conditions. ODOT personnel, to include retirees,

### 3. Roles and Responsibilities

provide essential assistance to the state in emergencies where public infrastructure is affected.

- ODOT provides receipt, storage, and staging support for and transportation of the Strategic National Stockpile when deployed in the State of Oregon.
- ODOT provides transportation of the Oregon Urban Search and Rescue Task Force equipment trailers and also provides Structural Specialist members of the Task Force.
- ODOT operates an Agency Operations Center in Salem, and five Regional Emergency Operations Centers throughout the state. The Agency Operations Center serves as the agency-wide coordination point for ODOT emergency response activities. Its duties also include coordinating ODOT activities needed under the Federal Highway Administration's Emergency Relief Program. ODOT provides a representative to the State ECC when activated.
- The function of each Regional Operations Center is to control and direct ODOT activities within the region. The Regional Operations Centers' locations are:
  - Region 1 In Portland
  - Region 2 in Salem
  - Region 3 in Roseburg
  - Region 4 in Bend
  - Region 5 in La Grande

*See ESF 1 – Transportation and ESF 3 – Public Works and Engineering for additional information.*

#### **3.23 Water Resources Department (WRD)**

Water Resources manages Oregon's public water supply to sustain the economy, quality of life and natural heritage. By law, all surface and groundwater in Oregon is public. WRD monitors water levels at hundreds of stream, reservoir and well gauging stations statewide, maps and studies underground aquifers, and helps design long-term water plans for river basins.

The dam safety program reviews and approves for construction, rehabilitation or modification the designs for hydraulic structures that exceed height and storage capacity defined by statute. The agency licenses well drillers, and enforces the proper construction and abandonment of all subsurface well penetrations, with few exceptions. Following a Governor's Drought Declaration, WRD may

### 3. Roles and Responsibilities

exercise emergency water rights authority by waiving or changing policies and procedures following an event that requires such action.

#### 3.24 Other Agencies

Agencies respond as required by the situation or Governor Executive Order. In addition, the following non-governmental organizations may be critical partners in response:

##### 3.24.1 American Red Cross (ARC)

ARC provides a representative to the State ECC when activated to serve as a liaison between state agency response, local county efforts, and Oregon Volunteer Organizations Active in Disaster (ORVOAD) groups. ARC coordinates efforts to provide sheltering, mass feeding, disaster welfare information and assist in management of donated goods to people who have been affected following a disaster. ARC serves as the triggering mechanism to involve those VOAD agencies necessary to assist in victim relief. ARC also acts as a liaison with the FEMA Volunteer Agencies (VOLAG) and with the Joint Field Office (JFO).

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for additional information.*

##### 3.24.2 ARES/RACES

Amateur Radio Emergency Service (ARES) and Radio Amateur Civil Emergency Service (RACES) groups are volunteers trained in the operation of amateur radio equipment. They are often utilized before, during and after an emergency or disaster where normal radio, phone, cellular, or internet communications are not functioning. In a disaster or event which requires activation of ARES, volunteers use the pre-positioned and maneuverable amateur radio equipment to provide communication support between all levels of government and agencies to support the response and recovery efforts. The operators in the State ECC facilitate communication to ensure that requests for state supplies and resources are received by emergency management personnel.

RACES is used only when the President places a restriction on radio contact.

*See ESF 2 – Communications for additional information.*

##### 3.24.3 Civil Air Patrol (CAP)

CAP is a volunteer organization that equips and staffs, as requested, a communications position for the ECC. CAP directly supports agencies by providing such services as airborne search, airborne disaster assessment, airborne and ground Electronic Locator Transmitter (ELT) tracking, transportation of officials, and assistance in a variety of ground operations. It also has an extensive communications network. CAP directly supports the ARC through a Memorandum of Understanding (MOU) signed at CAP National Headquarters.

**3. Roles and Responsibilities****3.24.4 Oregon Voluntary Organizations Active in Disaster**

Consisting of voluntary organizations with disaster relief roles, Oregon Voluntary Organizations Active in Disaster (ORVOAD), in partnership with the state and local governments, assists in post-disaster clean-up; shelter and mass care, water, and food; transportation; child and animal care; disaster welfare inquiry; counseling; building repair; warehousing and disbursement of donations, such as clothing, building materials, and money; as well as the provision and management of volunteers.

ORVOAD is a member organization that operates under bylaws, and is part of a larger family of state VOADS, organized under a national umbrella known as the National Voluntary Organizations Active in Disaster (NVOAD).

In addition to its response and recovery roles, ORVOAD serves as a forum where organizations share knowledge and resources throughout the disaster cycle; it provides training to members to increase preparedness; encourages the formation of county-level VOADS; gives guidance to state and regional volunteer organizations active in disaster response; and supports appropriate legislation.

*See SA D – Volunteer and Donations Management for additional information.*

**3.24.5 Poison Center, Oregon Health Sciences University (OPC)**

The Oregon Poison Center (OPC) is a 24-hour emergency service which provides assessment and treatment information for individuals who have experienced a poisoning or toxic exposure. The Center is staffed by Registered Nurses and Physicians with expertise in toxicology. This agency plays an active role in Hazardous Materials Incidents providing direction to first responders and health care providers regarding the care of exposed individuals. The staff of the center provides patient assessment and triage information as well as ongoing monitoring and evaluation of patient conditions.

# 4

## Concept of Operations

### 4.1 General

An integrated emergency management approach involves hazard identification, risk assessment, and vulnerability analysis. Through mitigation and prevention strategies, the potential impacts of an event may be reduced.

The Oregon Hazard Identification and Risk Assessment (OHIRA) is used to identify types of hazards, likelihood of occurrence, location, impact, and strength. Risk assessment is the measure of the probability that damage to life, property, economy and environment will occur if a hazard manifests. Vulnerability describes exposure to a threat.

When mitigating a hazard is not possible because of unforeseen events, emergency managers must be prepared and ready to respond and recover from the impacts. This process focuses the emphasis on planning, exercising, and coordination.

The Director of Oregon Emergency Management is responsible to the Governor for carrying out the emergency management program for the State. The Director coordinates the activities of all organizations within the State and maintains liaison and coordination with emergency management organizations of other states and the Federal government after a disaster has been declared.

### 4.2 State Resource Coordination

Requests by a local jurisdiction for a statewide “Declaration of State of Emergency” by the Governor (ORS 401.055) are made by the Executive Officer(s) of the county in which the emergency is occurring. If the emergency occurs within a city, the Chief Executive(s) of that city must request assistance from the county. Subsequent requests for assistance are processed through the county’s emergency management office. 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 Operations Officer coordinates with the agencies represented in the 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.

## 4. Concept of Operations

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.

### 4.3 Local Organizations or Jurisdictions

Each executive officer or named governing body in each city and county within the State of Oregon is responsible for emergency services systems within their jurisdictions (ORS 401.035(2)).

During the course of carrying out emergency services responsibilities, the Governor and the executive officers or governing bodies of the counties may delegate any administrative or operative authority vested in them. They may also sub-delegate that authority as needed or required (ORS 401.035(2)).

In dealing with an emergency or disaster, cities make reports to their county Emergency Operations Center (EOC). Counties provide situation reports, damage assessments, and resource requests to the State ECC.

### 4.4 Federal

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 National Response Framework (NRF).

### 4.5 Non-governmental and Volunteer Organizations

OEM may provide input into planning efforts of non-governmental and volunteer organizations. This participation is intended to enhance the capabilities of these organizations in the response and recovery phases of an emergency or disaster.

- Unless the response role is inherently governmental, non-governmental and private-sector organizations are encouraged to develop and maintain capabilities to respond to and manage a complete spectrum of incidents and emergencies. Coordination generally occurs at a local level in the State of Oregon.
- Local government coordinates most volunteer organization participation in the response and recovery phases of any emergency or disaster.

## 4. Concept of Operations

- U.S. Citizen Corps and local Citizen Corps Councils implement and maintain those volunteer organizations, e.g. CERT, Medical Reserve Corps, Volunteers in Police Service, etc., that may be utilized during the response and recovery phases of an emergency or disaster.
- Volunteer Organizations Active in Disaster (VOADs) may be utilized during the response and recovery phases of an emergency or disaster and are coordinated and utilized at a local government level.

*See SA D – Volunteer and Donations Management for additional information.*

### 4.6 Private-Sector Coordination

Private-sector organizations may be affected by direct or indirect consequences of the incident, including privately owned critical infrastructure, key resources, and those main private-sector organizations that are significant to local, regional, and national economic recovery from the incident.

*See SA B – Private-Sector Coordination for additional information.*

### 4.7 Tribal

During and after emergencies, the Office of Emergency Management (OEM) encourages counties to coordinate with the tribes within their areas to ensure that responses are coordinated and that any potential damage assessment information is captured. The tribes often rely on pre-established relationships with local governments for assistance in emergency situations.

*See SA C – Tribal Relations for additional information.*

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# 5

## Command and Control

### 5.1 Introduction

The State of Oregon has established a system for emergency management under the direction and control of the Governor that is coordinated by the Director of Oregon Emergency Management (OEM).

ORS 401.270 states that the Director of OEM is responsible for coordinating all public and private organizations that provide emergency services within Oregon and for staffing the Oregon Emergency Coordination Center (ECC).

This section of the Basic Plan describes the emergency management system. It describes how the state's emergency decision-makers and emergency management personnel are organized and how the State will carry out its functions in any incident that requires ECC activation.

### 5.2 Emergency Coordination Center (ECC)

The ECC is the single point of contact for an integrated state response. The purpose of the ECC is to provide a centralized location where state officials may coordinate activities and implement direction from the Governor. The primary responsibility of the ECC is to provide information, policy direction, and resource coordination in response to a major emergency or disaster.

The ECC is a dual-function facility. It is the day-to-day office of Oregon Emergency Management (OEM). However, in an emergency, it becomes the State ECC. It is a controlled access facility at all times. When activated, the ECC is considered an operational extension of the Governor's Office and functions within a secure environment.

### 5.3 Activation

The Governor, the Adjutant General, Director of OEM, and OEM Section Directors all have the authority to activate the ECC. There are three levels of activation: Standby, Limited, and Full.

The three levels of activation are described as follows:

#### 5.3.1 Level I – Standby Activation

This is the lowest level of activation. The Duty officer receives a call through the Oregon Emergency Response System (OERS) Communications Center and tracks incidents. The on-call manager and appropriate state agencies are notified as

necessary. This level of activation is maintained by the staffing of the OERS Communications Center on a 24-hour basis.

### 5.3.2 Level II – Limited Activation

A limited activation of the ECC occurs when a situation requires assistance from several state agencies. Its purpose is to coordinate the state's emergency response from a central location. OEM notifies the appropriate state agencies of a potential emergency or disaster and informs them a representative may be needed in the ECC. The ECC is staffed appropriately to ensure coverage is available to address the needs of the incident. Limited activation is considered when:

- OERS receives an alert from an official warning point or agency indicating an impending incident or emergency;
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;
- A geographically limited disaster requires a closely coordinated response by more than one state agency;
- The city or county fails to act(ORS 401.032(2)).

### 5.3.3 Level III – Full Activation

During a full activation, all appropriate ECC positions are filled in accordance with the Oregon State ECC Organization Chart (Figure 5-1). Representatives of the military, administrative services, transportation, environmental quality, and state police departments and the Oregon Health Division represent a core group that is essential to handle most major emergencies. The situation may require the participation of other key agencies, depending on the nature of the incident. Full activation requires the ECC to be staffed on a 24-hour basis. Full activation is considered when:

- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;
- OERS receives an alert from an official warning point or agency indicating a probable disaster or on a local level disaster or emergency.
- A Governor's 'State of Emergency' is issued.
- Terrorist or "weapons of mass destruction" activities are occurring or imminent.
- An alert, site-area emergency, or general emergency is declared at the Washington Nuclear Power Plant #2, Hanford reservation in Washington State, or research reactors at Oregon State University or Reed College.

- A community emergency or other appropriate Chemical Stockpile Emergency Preparedness Program (CSEPP) emergency Classification Level is declared at the Umatilla Chemical Depot.

## 5.4 Notification

The Executive Duty Officer determines initial staffing levels for the ECC based on the current and projected situation. Individual agencies are notified of ECC activation by the OERS Duty Officer.

## 5.5 ECC Organization

When fully activated as a result of a Governor's Declaration, the State ECC is organized as depicted in Figure 5-1 and is intended to integrate with the local Incident Command System (ICS). State, federal, and volunteer agency representatives staffing the ECC are organized into the following five sections: Director, Planning, Operations, Logistics, and Finance.

## 5.6 ECC Functions

### 5.6.1 Director's Section

This section provides direction and leadership during the incident by ensuring appropriate state response. The Director's Section includes the Policy Section, and the FEMA liaison, if present. This section develops the emergency management goals and priorities to respond to and recover from any emergency requiring ECC activation. This section consists of the Governor or the Governor's representative, Director of OEM and lead state agency/department representative(s).

- **Policy Section.** This group is comprised of senior representatives of state agencies involved in the situation assessment and emergency management activities. They implement state policies and establish priorities in response to the emergency.
- **FEMA Liaison.** FEMA may be present during the emergency to assist in the coordination with federal agencies and resources. The liaison provides information and policies for federal response and assistance.
- **Public Information Team.** Provides information about emergency conditions, actions being taken to respond to the emergency, and any instructions or actions that should be taken to protect or warn the public. If a Joint Information Center (JIC) has been established this activity is conducted there. The Public Information Team works as a liaison between the decision-makers in the ECC and news media.

### 5.6.2 Operations Section

The Operations Section directs and coordinates the provision of state assistance to local government. It implements the goals and objectives of the Director's Section by directing state agency response.

- **Technical Specialist Unit.** This group consists of state agency representatives who understand the technical implications of the hazards at hand. State agencies that respond to hazard specific events may provide technical specialists and planners.
- **County Liaison Unit.** This group generally consists of OEM staff and is an extension of the Oregon Emergency Response System. The group is responsible for liaising with affected jurisdictions. They are the point of contact for information to and from the ECC. They record significant events in the region and forward state resource requests to the Operations Officer.
- **State Agencies Representatives.** State agency representatives serve as a liaison between the State ECC and their agency operation centers. This group receives requests and allocates resources available from their agencies. Each agency maintains an inventory of resources assigned in response to the emergency. They coordinate with counterparts from federal and other state governments.
- **Volunteer Agencies.** Oregon Volunteer Organizations Active in Disasters (ORVOAD) is activated through the American Red Cross POC or American Red Cross liaison upon activation of the ECC. ORVOAD is responsible for activation of the Donations Management Team after receiving a situation briefing so they can begin working toward fulfilling issues associated with requests made by ECC staff.

### 5.6.3 Planning Section

The Planning Section collects, evaluates, and disseminates information about developing emergencies and monitors the deployment of state resources. This section examines existing conditions and plans an appropriate response.

- **Information Management Branch.** This branch collects, compiles, and disseminates information in the ECC.
  - **Situation/Status Unit.** Collects information, tracks deployed resources, and maintains a log of significant events in the ECC.
  - **Briefing Recorder.** Records briefing notes and prepares the OERS Situation Report (SITREP) by working with ECC Section Chiefs.

- **G.I.S. Mapping Unit.** Generates and updates maps of the affected regions.
- **Documentation Unit.** Collects and files important documents such as declarations and initial damage assessment forms.

#### 5.6.4 Logistics Section

Provides the resources necessary for management of the ECC and its associated facilities.

##### ■ Communications.

- **Telephone Operator.** Answers phones, provide general information, take messages, and routes calls to appropriate ECC personnel. Telephone operators also provide administrative support to the ECC.
- **Oregon Emergency Response System (OERS).** The duty officer and backup duty officers of the OERS handle calls related to events that require state agency notification and response. They provide communications capability to contact local government, state, and federal agencies. During limited ECC activation, OERS staff may serve as the focal point for local jurisdictions to request state assistance.
- **ARES/RACES (Amateur Radio Emergency Services / Radio Amateur Civil Emergency Service).** Provides a secondary means of communications between the ECC and affected jurisdictions.

■ **Resource Coordination.** Orders supplies and meals for ECC personnel.

■ **Facilities.** Provides facility safety and security services. Ensures facility maintenance.

■ **Automation.** Maintains the local area network and computer work stations for the ECC. Provides technical assistance.

#### 5.6.5 Finance Section

This section collects and evaluates initial damage assessment figures from local government to prepare for state and federal emergency or disaster declarations. This section determines potential funding sources for response and recovery efforts. It advises state agencies about financial aspects of their coordination with federal officials in major disasters. While OEM provides the basic staff, the section chief may request that financial managers be recruited from other agencies if necessary.

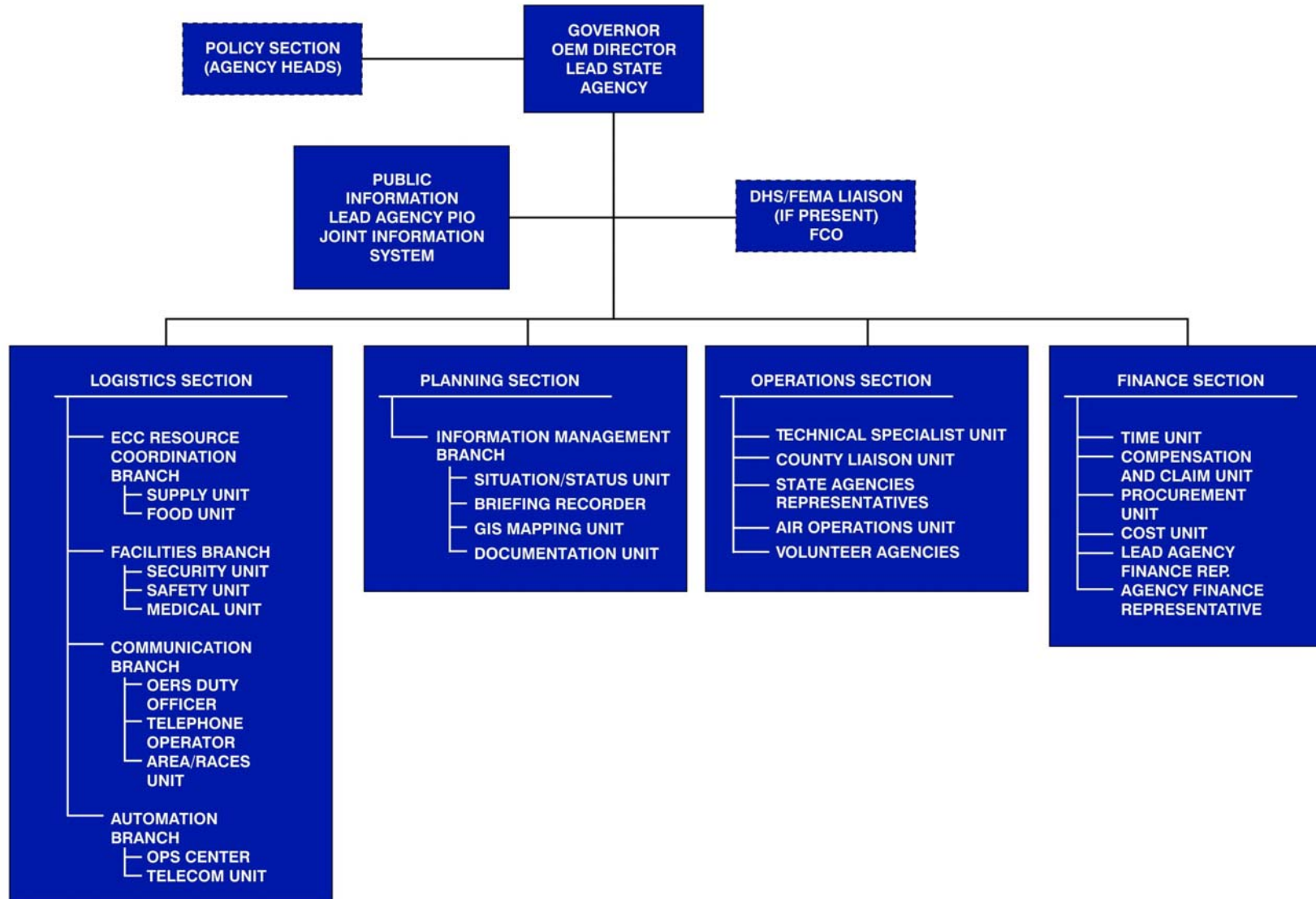
## 5.7 Demobilization

As the event transitions from response to recovery, ECC operations scale down accordingly. The ECC Manager and Operations Manager releases staff as the situation dictates.

Debriefings are scheduled and conducted by the ECC Manager or Executive Duty Officer. All logs and records are provided to the documentation unit to become part of the official record of the event. After-action reviews of ECC activation and operations are scheduled by the OEM Director.

The Homeland Security Exercise and Evaluation (HSEEP) doctrine is used to facilitate and document the incidents for future actions.

Figure 5-1 State Emergency Coordination Center



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# 6

## Plan Development, Maintenance and Implementation

Each department/agency is expected to develop and maintain procedures in a state emergency plan or COOP/BCP. State planners at OEM maintain and update the Emergency Operations Plan (EOP).

Each State department/agency is responsible for updating and maintaining their annex to the State EOP as required. The department/agency is required to incorporate new Presidential Directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events.

### 6.1 Types of Changes

The types of changes include additions of new or supplementary material and deletions of old material. No proposed change should contradict or override authorities or other plans contained in a statute, Executive Order, or regulation that governs the basic requirements of the State EOP.

### 6.2 Coordination and Approval

Any State department/agency with assigned responsibilities under the State EOP may propose changes. However, OEM is responsible for coordinating and approving all proposed modifications to the State EOP with the assistance of primary and support agencies and other stakeholders as required. Once published, the modifications are considered part of the State EOP for operational purposes. Copies of revisions are then distributed as appropriate and required.

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6. Plan Development, Maintenance and Implementation

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# Forms and Templates

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## Maps

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# C

## References

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## Federal

- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985
- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2008
- Homeland Security Act, 2002
- Homeland Security Presidential Directive/HSPD-5, Management of Domestic Incidents, 2003
- Homeland Security Presidential Directive/HSPD-8, National Preparedness, 2003
- National Incident Management System, 2008
- National Infrastructure Protection Plan, 2006
- National Response Framework, 2008
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988
- The Code of Federal Regulations, Title 44, Part 206

## State

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2004
- Oregon Administrative Rule 104-010-0005. Participation of Local Governments in the Emergency Management Performance Grant (EMPG) of the FEMA
- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005
- Oregon Revised Statutes 401

## Local

- County/City Emergency Operations Plans and Supporting Documents
- Memoranda of Agreement / Understanding

## Other

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

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## Acronyms and Glossary

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## Appendix D. Acronyms and Glossary

**LIST OF ACRONYMS**

AERO	Department of Aviation
AFRCC	Air Force Rescue Coordination Center
AG	Attorney General
AOC	Agency Operations Center
APHIS	Animal Plan & Health Inspection Services
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
BCD	Building Codes Division
BPA	Bonneville Power Administration
CAF	Children, Adults and Families
CAP	Civil Air Patrol
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CDC	Centers for Disease Control and Prevention
CERCLA	Comprehensive Environmental Response, Compensation and Liability Act
CERT	Community Emergency Response Team
CI/KR	Critical Infrastructure / Key Resource
CLHO	Conference of the Local Health Officials
CSEPP	Chemical Stockpile Emergency Preparedness Program
CWA	Clean Water Act
DAS	Department of Administrative Services
DCBS	Department of Consumer and Business Services
DEQ	Department of Environmental Quality
DHS	Department of Homeland Security
DHS	Department of Human Services
DLCD	Department of Land Conservation and Development
DOC	Department of Corrections

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**Appendix D. Acronyms and Glossary**

DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Organizational Response Team
DOGAMI	Department of Geology and Mineral Industries
DOI	Department of the Interior
DOJ	Department of Justice
DRG	Domestic Readiness Group
DSAT	Disaster Situational Awareness Team
DSL	Division of State Land
DWI	Disaster Welfare Information
DWS	Drinking Water Section
EAS	Emergency Alert System
ECC	Emergency Coordination Center
EHTR	Emergency Highway Traffic Regulation
ELT	Electronic Locator Transmitter
EMP	Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPZ	Emergency Planning Zone
ERT	Emergency Response Team
ERT-A	Emergency Response Team, Advanced Element
ESF	Emergency Support Function
EST	Emergency Support Team
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration

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FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRST	Federal Incident Response Support Team
FNARS	Federal National Alert Radio System
FRC	Federal Resource Coordinator GAR Governors Authorized Representative
GIS	Geographic Information System
GMT	Greenwich Mean Time
HAN	Health Alert Network
HAZMAT	Hazardous Materials
HHS	Health and Human Services
HSAS	Homeland Security Advisory System
HSC	Homeland Security Council
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IAC	Incident Advisory Council
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
IFG	Individual and Family Grant
IGA	Inter Governmental Agreement
INS	Insurance Division
JIC	Joint Information Center
JIS	Joint Information System
JFO	Joint Field Office
JTF	Joint Task Force
JTTF	Joint Terrorism Task Force
LAN	Local Area Network

## Appendix D. Acronyms and Glossary

LEDS	Law Enforcement Data System
MACC	Multi-agency Command Center
ME	State Medical Examiner
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NASA	National Aeronautics and Space Administration
NAWAS	National Warning System
NCP	National Oil and Hazardous Substance Pollution Contingency Plan
NDMS	National Disaster Medical System
NICC	National Interagency Coordination Center
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NGO	Non-Governmental Organization
NGR	National Guard Regulation
NLETS	National Law Enforcement Telecommunications System
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NORAD	North American Defense Command
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NSA	National Security Agency
NWACP	Northwest Area Contingency Plan
NWS	National Weather Service
OAR	Oregon Administrative Rule
ODA	Oregon Department of Agriculture
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife

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ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHSU	Oregon Health Sciences University
OMD	Oregon Military Department
OOE	Oregon Office of Energy
OPA	Oil Pollution Act
OPS	Operations
OR-OSHA	Oregon Occupational Safety and Health Division
ORS	Oregon Revised Statute
ORVOAD	Oregon Volunteer Organizations Active in Disasters
OSFM	Oregon State Fire Marshal
OSHA	Occupational Safety and Health Act
OSLGCP	Office of State and Local Government Coordination and Preparedness
OSP	Oregon State Police
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PFO	Principal Federal Officer
PHD	Public Health Division
PHEP	Public Health Emergency Preparedness Program
PHL	Public Health Laboratory
PIO	Public Information Officer
PRD	Parks and Recreation Department
PSAP	Public Safety Answering Point
PUC	Public Utility Commission
RAC	Reception and Care
RACE	Rapid Alert for Cascadia Earthquake

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RACES	Radio Amateur Civil Emergency Services
RDC	Regional Dispatch Center
RRCC	Regional Resource Coordination Center
SAC	Special Agent in Charge
SAR	Search and Rescue
SARDA	State and Regional Disaster Aviation
SCO	State Coordinating Officer
SFLEO	Senior Federal Law Enforcement Officer
SFM	State Fire Marshal
SFO	Senior Federal Officer
SIOC	Strategic Information Operations Center
SITREP	Situation Report
SSF	State Support Function
TCL	Target Capabilities List
TRANSCOM	Transportation Tracking and Communications
TSA	Transportation Security Administration
UHF	Ultra High Frequency
UTL	Universal Task List
USACE	United States Army Corps of Engineers
USAF	United States Air Force
USAR	Urban Search and Rescue
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USDOE	United States Department of Energy
USFS	United States Forestry Service
USGS	United States Geological Survey
VHF	Very High Frequency

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VOAD	Volunteer Organizations Active in Disasters
VOLAG	Voluntary Agencies
WA EMD	Washington Emergency Management Division
WMD	Weapons of Mass Destruction
WNP2	Washington Nuclear Power Plant #2
WRD	Water Resources Department

## Appendix D. Acronyms and Glossary

**GLOSSARY**

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

**Adjunct Agencies:** Organizations within the State ECC that may not be a part of state government but have direct interest in effective disaster recovery. Adjunct agencies may contribute expertise and assets to the response and recovery process.

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

**Agency Operations Center (AOC):** The location or locations from which individual state agencies control their resources and operations. Most state agencies have a single AOC, some have several regional AOCs.

**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.

**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).

**Air Force Rescue Coordination Center (AFRCC):** The Rescue Coordination Center operated by the US Air Force at Langley Air Force Base, Virginia, which coordinates the federal response in search and rescue operations within the 48 contiguous states.

**All Hazards:** Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are 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, allocates critical resources according to the priorities, ensure that incidents are properly

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**Appendix D. Acronyms and Glossary**

managed, and ensure that objectives are met and strategies followed. Area Commands become Unified Area Commands when incidents are multi-jurisdictional. Area Command may be established at an EOC facility or at some location other than the 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.

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

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

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

**Awareness:** The continual process to collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react effectively.

**Biological Agents:** Micro-organisms or toxins from living organisms that have infectious or non-infectious properties that produce lethal or serious effects in plants and animals.

**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.

**Catastrophic Incident:** Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in sustained national impacts over period of time; almost immediately exceed resources normally available to state, local, regional, tribal and private-sector authorities in the impacted area; and significantly interrupt governmental

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operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.

**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 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.

**Command:** The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

**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.

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

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

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

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

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

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Homeland Security, *National Infrastructure Protection Plan*, 2006, Glossary of Key Terms)

**Cyber:** Pertaining to computers and their support systems, such as servers, routers, and switches, which support critical infrastructure.

**Damage Assessment:** The appraisal or determination of estimated damage, losses, and impacts resulting from an emergency or disaster. This estimate of the damages to a geographic area is made after a disaster has occurred and may serve as the basis for the Governor's request for a Presidential Major Disaster Declaration or other request for federal assistance. It also helps local, state, and federal agencies to determine resources that may be needed for recovery in the damaged areas.

**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.

**Disaster Recovery Center (DRC)** A DRC is a satellite component of the JFO and provides a central facility where individuals affected by a disaster can obtain information on disaster recovery assistance programs from various federal, state, local, tribal, private-sector, and voluntary organizations.

**Disaster:** (See Major Disaster)

**Disciplines:** A group of personnel with similar job roles and responsibilities. [e.g. law enforcement, firefighting, Hazardous Materials (HazMat), Emergency Medical Services (EMS)].

**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.

**Domestic Preparedness:** A strategy to develop and implement a national program to enhance the capacity of state and local agencies to respond to WMD terrorist incidents through coordinated planning, training, equipment acquisition, technical assistance, and support for state and local exercise planning.

**Emergency Alert System (EAS):** Consists of broadcasting stations and interconnecting facilities that have been authorized by the Federal Communications Commission to operate in a controlled manner during emergencies to communicate with the public about an emergency or disaster.

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**Emergency Coordination Center (ECC):** The State ECC is the single point of contact for an integrated state response to an emergency. The purpose of the ECC is to provide a centralized location where state officials may coordinate activities and implement direction from the Governor. The primary responsibility of the ECC is to provide information, policy direction and coordination for a major emergency or disaster. This is achieved through a unified management approach.

**Emergency Management Assistance Compact:** The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

**Emergency Operations Plan (EOP):** The “steady-state” plan maintained by various jurisdictional levels for managing a wide variety of potential hazards.

**Emergency Operations Center (EOC):** The location at which the coordination of information and resources to support incident 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 by some combination thereof.

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

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

**Emergency Support Functions (ESF):** A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public

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health, and to maintain public safety. ESF represent those types of federal assistance that the State would most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities or because of the specialized or unique nature of the assistance required. ESF missions are designated to supplement state and local response efforts.

**Emergency:** As defined by **ORS 401.025:** “Includes any man-made or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined by ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, and war.”

**Emergency:** As defined by the Stafford Act (Public Law 93-288) “An emergency is any occasion or instance for which, in 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.”

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

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

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

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

**Federal Assistance:** Aid to those affected by disaster and state or local governments by federal agencies authorized to provide assistance under federal statutes.

**Federal Coordinating Officer (FCO):** The Federal Officer who is appointed to manage Federal resource activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of

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Federal Disaster assistance resources and programs to the affected state and local governments, individuals affected by a disaster, and the private-sector.

**Federal Emergency Management Agency:** The federal agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation and emergency preparedness, response, and recovery. The Federal Emergency Management Agency manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a Presidential Disaster Declaration. On March 1, 2003, FEMA became part of the U.S. Department of Homeland Security (DHS). FEMA's continuing mission within the new department is to lead the efforts to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program.

**Federal On-Scene Coordinator (FOSC or OSC)** The Federal official pre-designated by the EPA or the USCG to coordinate responses under subpart D of the NCP, or the government official designated to coordinate and direct removal of actions under subpart E of the NCP.

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

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

**Full Activation:** During a full activation of the ECC, all essential staff positions are filled. The ECC is staffed on a 24-hour basis with representatives of OSP, ODOT, OMD, and other key agencies.

**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.

**Governor's Authorized Representative (GAR):** The individual empowered by the Governor, in accordance with the FEMA-State Letter of Agreement, to manage and coordinate the state's disaster response and recovery efforts

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following a federal Declaration of Emergency. Under **ORS 401.270** the OEM Director is designated as the GAR for certain disaster response and recovery activities.

**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 Mitigation Plan:** As defined by **44 CFR 206.401**: “Hazard mitigation plan means the plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards present in society and includes the actions needed to minimize future vulnerability to hazards. . .”

**Hazard:** Any situation with the potential for causing damage to people, property or the environment.

**Hazardous Materials (HAZMAT):** A flammable, corrosive, reactive or toxic chemical, infectious biological (etiologial) agent, or radioactive material. A hazardous material can be either a material intended for use or a waste intended to be treated or disposed.

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

**Homeland Security Presidential Directive (HSPD):** Directive used by the President on matters pertaining to Homeland Security.

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

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

**Incident Command Post:** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated

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with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System** (see National Incident Management System)

**Incident Commander (IC):** The individual in charge of operations at any given time during an incident, emergency, major emergency, or disaster. In cases of multiple events or multiple locations there may be multiple Incident Commanders.

**Incident Management Team:** 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.

**Incident of National Significance:** Based on criteria established in HSPD-5 (paragraph 4), an actual or potential high-impact event that requires a coordinated and effective response by an appropriate combination of federal, state, local, tribal, non-governmental, and/or private-sector entities in order to save lives and minimize damage, and provide the basis for long-term community recovery and mitigation.

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

**Infrastructure:** The manmade physical systems, assets, projects, and structures, publicly and/or privately owned, that are used by or provide benefit to the public. Examples of infrastructure include utilities, bridges, levees, drinking water systems, electrical systems, communications systems, dams, sewage systems, and roads.

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

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

**Interagency:** An organization or committee comprised of multiple agencies.

**Interoperability & Compatibility:** A principle of the NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under the NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

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

**Joint Field Office (JFO):** A temporary Federal facility established locally to provide a central point for federal, state, local and tribal executives with responsibility for incident oversight, direction, and/or assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO and the JIC within a single federal facility. In the event of multiple incidents, multiple JFO's may be established at the discretion of the Secretary.

**Joint Information Center (JIC):** A facility staffed by officials of all affected jurisdictions or agencies to jointly coordinate the Public Information function during an emergency or disaster.

**Joint Information System (JIS):** Integrates information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a 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.

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**Joint Operations Center:** The focal point for all investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident. The JOC is managed by the FBI's Special Agent in Charge (FBI SAC). The JOC becomes a component of the JFO when the JFO is established.

**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).

**Lead State Agency:** Within the State ECC, the state agency representative that provides technical direction and expertise in the Director's Section. The Lead State Agency is determined by plan, statute, Governor's direction or operational need.

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

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

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

**Limited Activation:** A limited activation of the State ECC occurs when a situation requires several state agencies to coordinate their emergency response from a central location. OEM notifies the appropriate state agencies of a potential or actual emergency or disaster and informs them that an agency representative may be needed in the ECC. The ECC is staffed on a 24-hour basis.

**Local Emergency Declaration:** The existence of conditions of a major emergency or disaster within local jurisdictional boundaries as proclaimed by authorized local authorities. State procedures for a local Emergency Declaration are outlined in **ORS 401.309**; those procedures may be supplemented by local policy or rules.

**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).

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

**Logistics:** Providing resources and other services to support incident management.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is “any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of states, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

**Management by 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:** (Part of the Emergency Management Cycle) 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 developed in accordance with 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.

**Multi-agency Coordination Entity:** A multi-agency coordination entity functions within a broader multi-agency 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.

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**Multi-agency Coordination Systems:** Provide the architecture to support coordination for incident prioritization, critical resource allocation, communications system integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, EOC, specific multi-agency coordination entities, personnel, procedures, and communications. The systems assist agencies and organizations to fully integrate the subsystems of NIMS.

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

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

**National Contingency Plan:** Common name for the National Oil and Hazardous Substances Pollution Contingency Plan, 40 CFR Part 300. The NCP “was developed to ensure coordinated and integrated response by departments and agencies of the Federal Government to prevent, minimize, or mitigate a threat to public health or welfare posed by discharges of oil and releases of hazardous substance, pollutants, and contaminants.” (NRF)

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and mental health services requirements of the ESF 8 in the Federal Response Plan.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private-sector; and NGO’s 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 federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System (ICS); multi-agency 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 Infrastructure Protection Plan:** Provides a coordinated approach to critical infrastructure and key resources (CI/KR) protection roles and responsibilities for federal, state, local, tribal, and private-sector security partners. The NIPP sets national priorities, goals and requirements for effective distribution of funding and resources which will help ensure that our government,

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economy, and public services continue in the event of a terrorist attack or other disaster.

**National Operations Center (NOC):** Links key federal headquarters components, including the former Homeland Security Operations Center (HSOC) and the NOC which is comprised for five sub-elements: Interagency Watch, National Response Coordination Center, Information and Analysis Component, National Infrastructure Coordination Center, and Operational Planning Element.

**National Response Framework:** A guide to how the Nation conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the Nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

**National Warning System (NAWAS):** Used for the dissemination of warning and other emergency information from federal and state warning points to the county warning points. It is a dedicated, nationwide, party line telephone warning system operated on a 24-hour basis. There are 35 NAWAS “drops” in Oregon. See Volume II, Annex B “Alert and Warning” for further information about NAWAS.

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

**Non-Governmental Organization (NGO):** A nonprofit entity 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.

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

**Northwest Area Contingency Plan (NWACP):** The regional component of the National Contingency Plan.

**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.

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**Oregon Emergency Response System (OERS):** OERS is a service provided 24 hours a day as prescribed by **ORS 401.275**. OERS provides a coordinated state and federal response to incidents involving chemicals, petroleum products, biological agents, radioactive materials, and other technological and natural hazards. OERS is the point of contact for initiating state assistance in Search and Rescue activities. It is the only telephone number that local agencies need to call in order to notify the appropriate state and federal agencies (1-800-452-0311 or (503) 378-6377). OERS activities are governed by the OERS Council.

**Oregon Volunteers Active in Disaster (OR-VOAD):** An umbrella organization that brings together volunteer agencies whose missions are to provide emergency relief to Oregon's citizens beyond what is normally provided by government during emergencies and disasters.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

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

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

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

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

**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.

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**Preparedness** (Part of the Emergency Management Cycle): 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 involving efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources.

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

**Presidential Declaration:** A formal declaration by the President that an Emergency or Major Disaster exists based on the request for such a declaration by the Governor and with the verification of FEMA preliminary damage assessments.

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

**Primary Agency:** This position is filled only during disasters involving the activation of the National Response Framework. The Primary State Agency coordinates the activities of their State of Oregon Support Function (SSF) with the Federal counterparts in the designated Emergency Support Function (ESF).

**Principal Federal Officer (PFO):** The Federal official designated by the Secretary of Homeland Security to act as his/her representative locally to oversee, coordinate, and execute the Secretary's incident management responsibilities under HSPD-5 for Incidents of National Significance.

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

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

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**Public Assistance Program:** The program administered by FEMA that provides supplemental Federal disaster grant assistance for debris removal and disposal, emergency protective measures, and the repair, replacement, or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private nonprofit organizations.

**Public Health:** Protection, safety, improvement, and interconnections of health and disease prevention among people, domestic animals and wildlife.

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

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

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

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

**Radiological Officer:** A person who has been trained to assume the responsibility for policy recommendations for the radiological protection of a geographic area, facility or department.

**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 Plan:** A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Recovery:** (Part of the Emergency Management Cycle) The development, coordination, and execution of service- and site-restoration plans for impacting communities and the reconstitution of government operations and services through individual, private-sector, non-governmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons;

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implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the efforts of future incidents.

**Regional Response Coordination Center:** The RRCC is a standing facility operated by DHS/FEMA that coordinates regional response efforts, establishes Federal priorities, and implements local Federal program support until a JFO is established in the field. The RRCC establishes communications with the State ECC and the NOC-NRCC, coordinates deployment of ERT-A to field locations, assesses damage information, develops situation reports, and issues initial mission assignments.

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

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

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm>.

**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.

**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.

**Response:** (Part of the Emergency Management Cycle) 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 incident mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation,

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response activities include: applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance, and testing processes; immunization, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bring them to justice.

**Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act):** Public Law (PL) 93- 288, as amended, gives the President broad powers to supplement the efforts and available resources of state and local governments in carrying out their responsibilities to alleviate suffering and damage resulting from disasters.

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

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

**Search and Rescue (SAR):** The act of searching for, rescuing, or recovery by means of ground, marine, or air activity any person who becomes lost, injured, or is killed while outdoors or as a result of a natural or human caused event, including instances of searching for downed aircraft when ground personnel are used.

**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.

**Senior Federal Law Enforcement Officer (SFLEO):** The SFLEO is the senior law enforcement official from the agency with primary jurisdictional responsibility as directed by statute, Presidential directive, existing Federal policies, and/or the Attorney General. The SFLEO directs intelligence/investigative law enforcement operations related to the incident, and supports the law enforcement component of the Unified Command on scene.

**Senior Federal Official (SFO):** An individual representing the Federal department or agency with primary statutory responsibility for incident management. The SFO utilizes existing authorities, expertise, and capabilities to aid in management of the incident working in coordination with the other members of the JFO Coordination Group.

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**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.

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

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

**Standby Activation:** The lowest level of ECC activation. The Duty Officer receives calls through the Oregon Emergency Response System (OERS) and tracks incidents. Appropriate state agencies are notified as necessary. The OERS Communications Center is staffed on a 24-hour basis.

**State and Regional Disaster Aviation (SARDA) Plan:** A plan that provides overall policy and guidance for aviation support to the disaster area in time of emergency or disaster.

**State Coordinating Officer (SCO):** The individual appointed by the Governor to act in cooperation with the Federal Coordinating Officer (FCO) to administer disaster recovery efforts. The SCO may also function as the alternate Governor's Authorized Representative.

**State Support Functions (SSF):** SSF assignments are applicable only during federally declared disasters or when a counterpart federal Emergency Support Function (ESF) is operating in the State of Oregon. Each SSF is a pre-defined working group of state agencies and other organizations with the expertise and assets to address and resolve a specified category of problem.

**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).

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**Strategic Information Operations Center:** The FBI SIOC is the focal point and operation control center for all Federal intelligence, law enforcement, and investigative law enforcement activities related to domestic terrorist incidents or credible threats.

**Strategic Plan:** A plan that addresses long-term issues such as impact of weather forecasts, time-phased resource requirements, and problems such as permanent housing for displaced people affected by a disaster, environmental pollution, and infrastructure restoration.

**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 applications of measures of performance or effectiveness.

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

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

**Subject Matter Expert (SME):** An individual who is a technical expert in a specific area or in performing a specialized job, task or skill.

**Support Agencies:** Within the State ECC, support agencies provide resources and staffing that contribute to the overall accomplishment of the mission of the State Support Function. Not every Support Agency will have input to, or responsibilities for, the accomplishment of every mission assigned to the SSF.

**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:** Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or any state or other

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subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

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

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

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) (43 U.S.C.A. and 1601 et seq.), that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified 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 Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.

**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.

**Urban Search and Rescue (USAR):** The function of locating, extricating, and providing for the immediate medical treatment of those trapped in collapsed or damaged structures.

**Utility:** Structures or systems of any power company or co-op, water storage, supply, or distribution, sewage collection and treatment, telephone, transportation, or other similar public service.

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**Volunteer Organization (VOLAG):** Any chartered or otherwise recognized tax-exempt local, state, or national organization which has provided or may provide services to the state, local or tribal governments, or individuals in a disaster or emergency.

**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.

**Vulnerability:** Susceptibility of life, property, or the environment to damage if a hazard manifests to potential. A level of vulnerability is also assessed on the resources and capability of a jurisdiction to respond to emergencies and disasters.

**Weapons of Mass Destruction (WMD):** As defined in Title 18, U.S.C. section 2332a: (1) any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or missile having an explosive or incendiary charge of more than one-quarter ounce, or mine or similar device; (2) any weapon that is designed or intended to cause death or serious bodily injury through the release, dissemination, or impact of toxic or poisonous chemicals or their precursors; (3) any weapon involving a disease organism; or (4) any weapon that is designed to release radiation or radioactivity at a level dangerous to human life.

**Zulu:** A military name for Greenwich Mean Time (GMT).

# **Emergency Support Functions**



# Support Annexes



# **Incident Annexes**

