

Letter of Promulgation

To all Recipients:

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

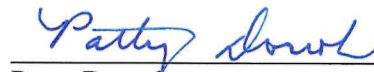
While focused on response and short-term recovery, this Emergency Operations Plan attempts to be all-inclusive in combining the four phases of emergency management, which are:

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

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



Bill Hart
County Judge



Patty Dorroh
County Commissioner



Kristen Shelman
County Commissioner



Date

Harney County, Oregon Emergency Operations Plan



**Reviewed and Updated
by
Harney County Emergency Management
September 2024**

Original 2017 document prepared by
Ecology and Environment, Inc.

Preface

Harney County's emergency management mission is to coordinate and integrate prevention, mitigation, preparedness, response, and recovery activities that increase the County's capabilities to minimize loss of life and reduce impacts from disasters.

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

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

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

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

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Bill Hart
County Judge

Patty Dorroh
County Commissioner

Kristen Shelman
County Commissioner

Date

Plan Administration

The Harney County Emergency Manager will coordinate review, revise, and re-promulgation of this Emergency Operations Plan every two years or whenever changes occur, such as lessons learned from exercises or actual events or incidents. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made without formal approval by the County Court.

Record of Plan Changes

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

Date	Changes	Summary of Changes
2012	Plan Update	Comprehensive Plan Revision through State OE EOP Planning Project
June 2017	Plan Update	Review and update plan. EOC locations updated.
July 2020	Plan Update	Review and update plan.
July - September 2023	Plan Update	Review, reformat, and update plan – sent to county court to update letter of promulgation.
September 2024	Letter of promulgation	Updated ESFs, links, sources

Plan Distribution List

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

Date	No. of Copies	Jurisdiction/Agency/Person
		County Court
		Assessment and Tax Collection
		GIS Program
		Human Resources/Finance
		Library Services
		Senior and Community Services/ The Hub
		Weed Control
		Community Corrections
		County Surveyor
		Health Department
		Justice Court
		Planning Department
		Sheriff's Office
		County Clerk/Recorder
		District Attorney
		Home Health and Hospice
		Juvenile Department
		Road Department
		Treasurer

Emergency Operations Plan Review

Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Management
Emergency Support Functions Annexes	
ESF 1 Transportation	Road Department
ESF 2 Communications	Sheriff's Office/911 Dispatch/Committee Harney District Hospital EMS
ESF 3 Public Works	Road Department City Public Works Departments
ESF 4 Firefighting	County Fire Defense Board City Fire Departments
ESF 5 Information and Planning	Emergency Management
ESF 6 Mass Care	Health Department Emergency Management Red Cross ODHS OREM Oregon Food Bank
ESF 7 Resource Support	Emergency Management Road Department Health Department Harney District Hospital ODOT
ESF 8 Health and Medical	Health Department Harney District Hospital OHA ODHS OREM
ESF 9 Search and Rescue	Sheriff's Office
ESF 10 Hazardous Materials	County Fire Defense Board Emergency Management
ESF 11 Food and Water	Emergency Management DHS ODHS OREM Oregon Food Bank

ESF 12 Energy	Emergency Management Local Utilities: • Oregon Trail Electric Co-op • Harney Electric Co-op
ESF 13 Military Support	Sheriff's Office
ESF 14 Public Information	Emergency Management Sheriff's Office/911 Dispatch Public Information Officer
ESF 15 Volunteers and Donations	Emergency Management Red Cross ODEM
ESF 16 Law Enforcement	Sheriff's Office
ESF 17 Agriculture and Animal Protection	Emergency Management Health Department OSU Extension Office OSU Extension Agent Local Veterinarians
ESF 18 Business and Industry	Emergency Management Tax Assessor County Court Chamber of Commerce Planning Department Economic Development

Support Annexes	
SA A Access and Functional Needs Populations	Emergency Management
SA B Damage Assessment	County Assessor, Sheriff's Office, Emergency Management
SA C Debris Management	Road Department
SA D Evacuation and Population Protection	Sheriff's Office
SA E Legal Services	County Attorney
SA F Volunteer and Donations Management	Emergency Management
Incident Annexes	
IA 1 Drought	Emergency Management
IA 2 Earthquake	Road Department
IA 3 Flood	Road Department
IA 4 Volcano	Emergency Management
IA 5 Wildland Fire	Fire Departments, BIFZ
IA 6 Severe Weather	Road Department
IA 7 Hazardous Materials Incident	Local Fire Districts and Departments
IA 8 Public Health Incident	Health Department
IA 10 Utility Failure	Road Department Local Utilities
IA 11 Terrorism	Sheriff's Office

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BASIC PLAN

1 Introduction

General

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

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

Purpose and Scope

Purpose

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

While this plan is not intended for day-to-day emergency responses in the County, it does expand on day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. It is the intent of the incident management process to establish an incident command structure that provides input into the decision process, but gives the decision making to an agreed upon individual. The level of decision will be delegated down as far as possible to allow personnel to exercise discretionary authority in problem solving.

Scope

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

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

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, leaders of local volunteer organizations that support emergency operations, and others who may participate in emergency response efforts. The general public is also welcome to review non- sensitive parts of this plan to better understand the processes by which the County manages the wide range of risks to which it is subject.

Plan Activation

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

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

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

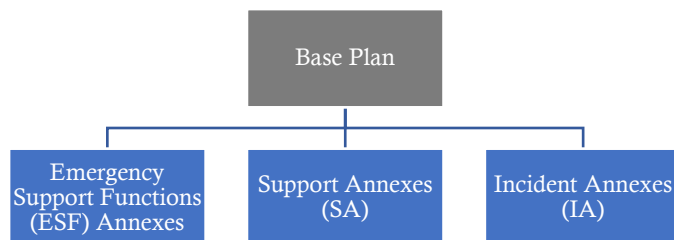
Plan Organization

The County EOP is composed of four main elements:

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

Figure 1-1

Plan Organization



Basic Plan

The purpose of the Basic Plan is to:

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

Emergency Support Function Annexes

ESF Annexes present the missions, policies, structures, and responsibilities of County agencies for coordinating function-specific resource and programmatic support during an incident. The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, escalation pathways and resource request procedures for seeking additional support from State agencies are clearly defined in each Annex. Each ESF has a [primary agency assigned](#) for maintaining and coordinating response activities. The following ESFs supplement the information in the Basic Plan:

Table 1-1 Emergency Support Functions	
ANNEX	FUNCTION
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works
ESF 4	Firefighting
ESF5	Information and Planning
ESF 6	Mass Care
ESF 7	Resource Support
ESF 8	Health and Medical
ESF 9	Search and Rescue
ESF 10	Hazardous Materials
ESF 11	Agriculture, Animals, and Natural Resources
ESF 12	Energy
ESF 13	Law Enforcement
ESF 14	Business and Industry
ESF 15	Public Information
ESF 16	Volunteers and Donations
ESF 17	Cyber and Critical Infrastructure Security
ESF 18	Military Support

Figure 1-2 Oregon Emergency Support Functions (ESFs)



Oregon Emergency Support Functions (ESFs)



ESF 1
Transportation



ESF 2
Communications



ESF 3
Public Works



ESF 4
Firefighting



ESF 5
Information and
Planning



ESF 6
Mass Care



ESF 7
Resource
Support



ESF 8
Health and
Medical



ESF 9
Search and
Rescue



ESF 10
Hazardous
Materials



ESF 11
Agriculture, Animals,
and Natural Resources



ESF 12
Energy



ESF 13
Law Enforcement



ESF 14
Business and
Industry



ESF 15
Public
Information



ESF 16
Volunteers and
Donations



ESF 17
Cyber and Critical
Infrastructure
Security



ESF 18
Military
Support

Support Annexes

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

The Support Annexes also include functions that do not fit within the scope of the ESF Annexes listed above. The following Support Annexes supplement the information in the Basic Plan:

Table 1-2 Support Annexes	
ANNEX	FUNCTION
SA A	Access and Functional Needs Populations
SA B	Damage Assessment
SA C	Debris Management
SA D	Evacuation and Population Protection
SA E	Legal Services
SA F	Volunteer and Donations Management

Incident Annexes

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

Table 1-3 County Incident Annexes	
Annex	Hazard
IA 1	Drought
IA 2	Earthquake
IA 3	Flood
IA 4	Volcano
IA 5	Wildfire
IA 6	Severe Weather

IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Transportation Accident
IA 10	Utility Failure
IA 11	Terrorism

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

Plan Assignments

Primary Agency

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

Supporting Agency

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

Relationship to Other Plans

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

Federal Plans

National Incident Management System

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

National Response Framework

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

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

National Disaster Recovery Framework

The [National Disaster Recovery Framework](#) (NDRF) provides guidance that enables effective recovery support to disaster-impacted states, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

State Plans

State of Oregon Emergency Management Plan

The State of Oregon [Comprehensive Emergency Management Plan](#) (CEMP) is developed, revised, and published by the Director of Oregon Department of Emergency Management (ODEM) under the provisions of Oregon Revised Statutes (ORS) Chapter 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The ODEM Director advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon CEMP consists of three volumes:

- **Volume I: Natural Hazard Mitigation Plan (NHMP).** The NHMP identifies natural hazards and vulnerabilities in Oregon, proposes a strategy to mitigate risk, and addresses recurring disasters and repetitive losses. The Natural Hazard Mitigation Plan is coordinated by the [Oregon Department of Land Conservation and Development](#) and the [State Interagency Hazard Mitigation Team](#).
- **Volume II: State Preparedness Plan.** This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization, [training](#), [exercise](#), and evaluation and improvement.

- [Comprehensive Emergency Management Plan Volume II - Preparedness](#)
 - **[Training and Exercise Plan \(TEP\)](#)**: As part of the Preparedness Plan, the TEP aligns exercise activities and supporting training to exercise program priorities. Included in the plan should be a schedule of these exercises and trainings including dates, locations, and sponsoring agency or jurisdiction.
 - **[National Incident Management System \(NIMS\)](#)**: Training for emergency personnel in Oregon adopts a broad approach, encompassing training in ICS, NIMS, as well as function and hazard-specific training.
- ***Volume III: Emergency Operations Plan (EOP)***: Below, you can find information on the primary document for the response mission area - the state of Oregon Emergency Operations Plan (EOP). The EOP consists of a plan body and a number of components. The components of the state EOP include emergency support functions (ESFs), incident annexes, and support annexes. See below for links to files for each of these components. Each ESF is performed by a group of state agencies, with one or two as primary and several supporting. For detailed information, each ESF's primary and supporting agencies are identified in the [ESF agency table job aid](#).
- ***Volume IV: State Recovery Plan***: The Recovery Plan describes the organization used by the State to assist communities recovering from disasters. State support to recovery operations is divided into seven State Recovery Functions (SRFs).

Other Oregon Emergency Plans:

- **[Disaster Debris Management](#)**: Provides framework for state agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.
- Additional Oregon ESF Plans and Annexes are available online: [Oregon Operations Plans](#)

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an

impending or probable incident or emergency.

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

Local Plans

County Emergency Plan

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

Natural Hazards Mitigation Plan

Mitigation plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. The planning process is as important as the plan, itself. It creates a framework for risk-based decision making to reduce the damage to lives, property, and the economy resulting from future disasters. Hazard mitigation is a sustained action taken to reduce or eliminate long-term risks to people and their property resulting from hazards.

The Harney County Natural Hazards Mitigation Plan was last updated and approved by FEMA April 14, 2020. It was adopted by Harney County Board of Commissioners, and the cities of Burns and Hines. This multi-jurisdictional plan can be accessed online at: [Harney County Natural Hazards Mitigation Plan](#).

Continuity of Operations Plan

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

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

Public Health Emergency Preparedness Plans

Harney County Health Department is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable diseases, pandemics, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.

Community Wildfire Protection Plan (CWPP)

[The CWPP](#) was developed using a collaborative process between the County and fire agencies reducing wildfire risk. The Community Wildfire Protection Plan was last updated and approved in 2023 and can be found here: **CWPP**.(insert link as soon as we have final CWPP)

City Emergency Plans

City officials have primary responsibility for the safety and welfare of their citizens and maintain

oversight of resources and operations within their jurisdictions. Cities are encouraged to integrate their emergency planning and response operations with the County. All cities within the County use NIMS/ICS to manage incidents. Cities are requested to provide a copy of their current EOP to the County to aid in coordinated response. The following cities have stand-alone EOPs:

- City of Burns
- City of Hines

Special District Emergency Plans

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

Authorities

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

In the context of the County EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS 401, which establishes the authority for the County Court to declare a State of Emergency.

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

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

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

Table 1-4 Legal Authorities
Federal
— Federal Civil Defense Act of 1950, PL 81-950 as amended — The Disaster Relief Act of 1974, PL 93-288 as amended — Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 — Title III of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended — Code of Federal Regulations, Title 44, Emergency Management Assistance — Executive Order 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988 — Executive Order 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984
State of Oregon
— ORS 401 – Emergency Management and Services — ORS 402 – Emergency Mutual Assistance Agreements — ORS 403 – Public Communications Systems — ORS 404 – Search and Rescue — ORS 431 – Public Health and Safety — ORS 476 – State Fire Marshal, Protection from Fire Generally — State of Oregon Emergency Operations Plan — Executive Order of the Governor
Harney County
— Harney County Code

Mutual Aid and Intergovernmental Agreements

State Law (ORS 402.010 and 402.15) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g. the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware the state statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the [Oregon State Emergency Conflagration Act](#)).

Copies of these documents can be accessed through the Office of Harney County Emergency Management. During an emergency situation a local declaration may be necessary to activate these agreements and allocate appropriate resources.

Emergency Powers

General

Based on local ordinances and state statutes, a local declaration by the County Court allows for flexibility in managing resources under emergency conditions such as:

- Diverting funds and resources to emergency operations in order to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions. [not sure about this one]
- Commit to mutual aid agreements.
- Setting the stage for requesting state and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.
- Suspend standard procurement procedures to obtain necessary services and/or equipment.
- Redirect funds for emergency use.
- Direct agencies in county government to reassign personnel and resources as needed.

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

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

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

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

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

County Declaration Process

A declaration of emergency by the County is the first step in accessing State and Federal disaster assistance. Based on local ordinances and state statutes, a local declaration provides the County's governing body flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources appropriated for other purposes in order to meet immediate needs.
- Authorizing activation of local emergency operations plans and implementation of extraordinary protective measures.
- Initiating mutual aid and cooperative assistance agreements, and receiving resources from other organizations or individuals.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or Federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting their resources.

Under [ORS 401](#), a local State of Emergency may be declared by authorized individuals as identified by County ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing mutual aid agreements, and then through the State.

If the emergency area is within a city, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Manager. Requests for a State Declaration shall be made by the County Court through the Emergency Manager. State assistance will be provided

only after a “good faith” effort has been made, local resources are exhausted or nearing depletion, and mutual aid agreements have been initiated. Local resources include those available through mutual aid and support.

The following documents need to be forwarded to the County Court for action:

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

Requests for State assistance should be forwarded to ODEM as soon as practical. These requests may be sent via fax as the most expedient (if operable and available) method accessible. The ODEM fax number is (503) 373-7833. The original signed copy will be either mailed or hand delivered, whichever is most secure and appropriate in any given situation.

Requests for State/Federal assistance need to include:

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

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

State Declaration Process

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

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

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

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

State Assistance

The Oregon Department of Emergency Management (ODEM) Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. Local government requests will be made by the County Emergency Manager, under the direction of the County Judge. The State Operations Officer evaluates resource requests based on the goals and priorities established by the ODEM Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions. State resources are provided to the County EMO or to the on-scene Incident Commander as agreed by the entities concerned. The ODEM Director makes the final decisions in cases of conflicting interest such as competing resource requests or priority questions.

Federal Assistance

The Federal Emergency Management Agency (FEMA) provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor.

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

Continuity of Government

Lines of Succession

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

Table 1-5 Lines of Succession			
Hierarchy	Emergency Operations	Emergency Policy and Governance	
		County	City
1st	County Sheriff	County Judge	Mayor
2nd	Emergency Manager	County Commissioners	Mayor Pro-temp
3rd	Designee (assigned by County Judge)	County Sheriff	City Councilors

Each County department is responsible for pre-identifying lines of succession in management's absence. Lines of succession for each department can be accessed through the County Court office. All employees must be trained on the protocols and contingency plans required to maintain leadership within the department. The Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the County are responsible for developing and implementing their COOP and COG plan to ensure continued delivery of vital services during an emergency.

Preservation of Vital Records

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

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

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

Administration and Logistics

Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the County Emergency Manager to ODEM according to provisions outlined under ORS 401.

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

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

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

Conflagration

In the case of emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510 to 476.610, 476.990) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the state during emergency situations.

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

Local/County Fire Chief:

- a) Contact the Fire Defense Board Chief to request the state mobilization of resources

Fire Defense Board Chief contacts the Regional Mobilization Coordinator assigned to the region or the Emergency Response Unit (ERU) Manager.

1. If the appropriate OSFM staff cannot be reached, contact the Oregon Emergency Response System at 800-452-0311 to be connected to by the OSFM’s on-call Duty Officer.

The Fire Defense Board Chief will complete the Conflagration Request and provide the following information:

- Incident Name
- Contact Information
- Type and location of incident

- Situation Description
- Confirmation that local and mutual aid resources are depleted.
- Incident Commander information
- Weather information
- What resources are being requested

Once the mobilization has been requested, an Incident Activation Conference call will be scheduled. The call will be made up of the following parties:

- On-Scene Incident Commander
- Incident Commander & members of the OSFM IMT
- Local Fire Chief
- Fire Defense Board Chief
- Regional Mobilization Coordinator
- Emergency Response Unit Manager
- State Fire Marshal or Chief Deputy

The Regional Mobilization Coordinator will work with the Local Chief to provide:

- An appropriate staging location for resources and the IMT
- An in-brief to the IMT
- An appropriate, signed delegation of authority to the Agency Administrator and Incident Commander
- Local GIS capabilities or maps
- Assistance in early camp locations and logistics
- Communication with the IMT during transition process to ensure clean return of delegation and transfer of command

The decision to request the invocation of the Conflagration Act should be based on the following considerations:

- a) Life threatening situations (firefighter or public safety)
 - 1. Evacuations currently taking place
 - 2. Advisory evacuations
 - 3. Evacuation plans in place
 - 4. Road, highway, or freeway closures

b) Real Property Threatened

1. Number of structures; commercial and/or residences
2. Number of subdivisions
3. Population affected
4. Historical significant cultural resources
5. Natural resources, such as crops; grazing; timber; watershed
6. Critical infrastructure, such as major power lines.

c) High Damage Potential

1. Long-term or short-term damage potential
2. Plausible impacts on community
3. Fuel type; fire size and growth potential
4. Political situations
5. Severity, extreme fire behavior and fuels conditions

Source: Oregon Fire Service Mobilization Plan (2023)

Financial Management

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

- The County Court will meet in emergency session to decide how to respond to the emergency funding needs.
- The County Court will declare a state of emergency and direct the County Emergency Manager to request assistance through the state.
- If a quorum of the court cannot be reached, and a prompt decision will protect lives, County resources and facilities or private property, the County Judge (or designee) may act on emergency funding requests. The County Court will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the

incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department and managed through the County Judge to identify budgetary shortfalls. The Human Resources and Finance Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests.

Mutual Aid and Intergovernmental Agreements

Should local resources prove to be inadequate during an emergency, requests will be made for assistance from other local jurisdictions and other agencies in accordance with existing or emergency negotiated mutual aid agreements and understandings.

Such assistance may take the form of equipment, supplies, personnel, or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible.

State law ([ORS 402](#)) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, equipment, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

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

See Appendix D, for Existing Mutual Aid Agreement.

Legal Support and Liability Issues

The County Attorney will advise officials on all legal matters arising before, during, and after a disaster. Responsibilities related to legal services include:

- Advising County Officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Establishing rationing of critical resources

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

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

Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the County to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. County staff will maintain thorough and accurate documentation throughout the course of an incident or event.

Incident documentation should include:

- Incident and damage assessment reports.
- Incident command logs.
- Cost recovery forms.
- Incident critiques and after-action reports.
- Fillable [FEMA Forms](#) are available for reporting and documentation for all incidents.

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

Safety of Employees and Family

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

During biological incidents or public health emergencies, such as influenza pandemics, maintaining a resilient workforce is essential to performing the response activities required to protect the County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while also providing health and medical services during a pandemic or other type of public health emergency. Safety precautions and personal protective equipment (PPE) decisions will be specific to the type of incident occurring and will require “just- in-time” training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration may provide assistance and guidance on worker safety and health issues. Information on emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 – Public Health and Medical Services.

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

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

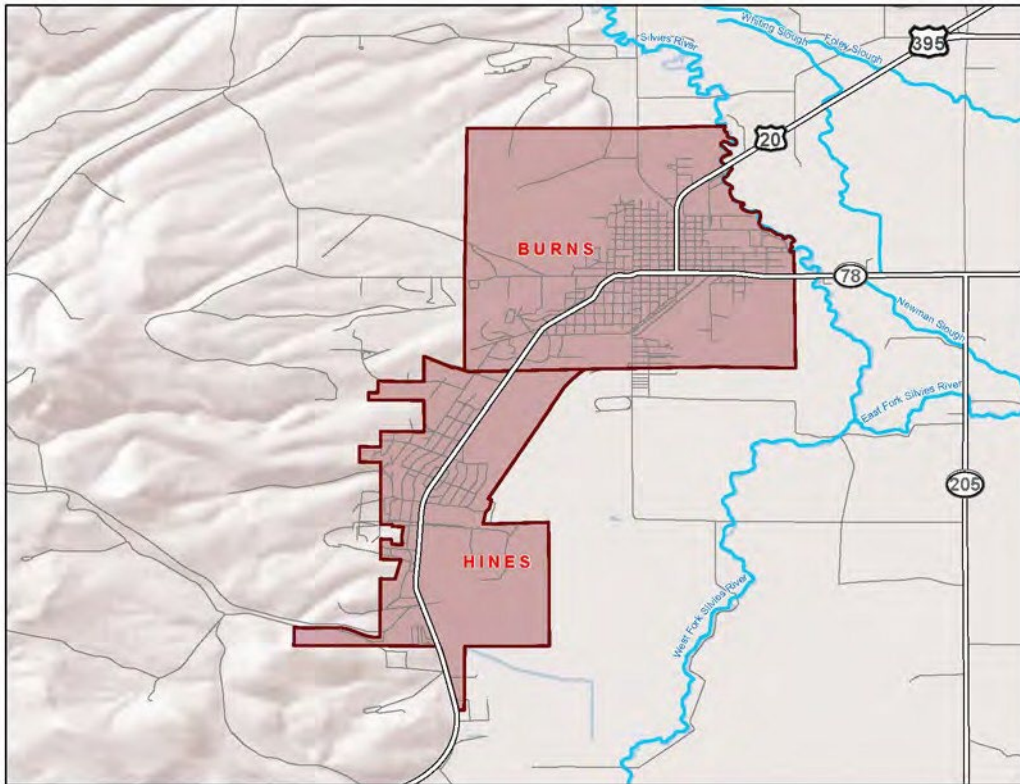
2 Situation

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

Figure 2-1 Map of Harney County



Figure 2-2 Map of Cities of Burns and Hines



Community Profile

Harney County is located in the Harney Basin along the Silvies River in Eastern Oregon. It has a total area of about 10,228 square miles with a population of around 7,600 persons (2021). About 60 percent of the total population lies within the cities of Burns and Hines. The northern portion of the County is largely Federal Forest lands consisting of the Malheur and Ochoco National Forests, with the Steens Mountain area occupying the southern portion of the county.

From an elevation of 4,200 feet in the Burns/Hines area, the Steens Mountain area in the south rises to 9,715 feet on the eastern rim. Harney County is bordered by Grant County to the north, Malheur County to the east, the State of Nevada to the South, and Lake, Deschutes, and Crook counties on the west.

Harney County is bisected by Interstate 20 which runs east and west and, Interstate 395 which runs north and south. Both highways intersect at the cities of Burns and Hines. Another highway, US 78, runs southeast from Burns to the state of Nevada.

Hazards and Threats

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

Drought

Drought involves a period of prolonged dryness resulting from a lack of precipitation, a low amount of spring runoff from winter snow packs, or diversion of available water supplies. Harney County has suffered periods of drought in the past which have impacted agriculture and wildlife and increased the risk of fire. A severe drought could require strict conservation measures to ensure an adequate supply of potable water is maintained.

Earthquake

Until recently, Oregon was not considered to be an area of high seismicity and, consequently, the majority of buildings and infrastructure were not designed to withstand the magnitude of ground shaking that would occur in conjunction with a major seismic occurrence.

While the probability of an earthquake occurring in Harney County is considered low to moderate, the County does remain vulnerable given the large number of unreinforced masonry buildings and unreinforced critical buildings in the County.

Flood

Flood hazards generally involve a rise in rivers and creeks resulting from heavy rain or snowfall or the rapid melting of the annual snow pack. This results in the swelling of the Silvies River and Malheur and Harney lakes and the subsequent threat to personal property.

Landslide

Landslide hazards are often associated with other incidents such as floods, earthquakes, and wildfires. Because of the moderate characteristics of the County, the chance of landslides occurring is not very high and it is not deemed to present a serious threat to people or property.

Volcano

For Harney County, the largest vulnerability in terms of volcanic hazards lies in ash fallout from a volcanic event in the Cascades. Ash can disrupt the engines of motor vehicles and can affect vulnerable populations such as people with asthma. However, while Harney County may not be directly affected by a volcanic event, should an event force Interstate 20 to close, the County will be isolated from the rest of the State.

Wildland Fire

Harney County's high desert area faces a substantial risk of wildland fires, especially during times of drought. A major threat in the County is the large amount of open range lands and public forest lands managed by the Bureau of Land Management and the U.S. Forest Service. In the past, dry thunderstorms have contributed to large amounts of scattered fires each year.

Severe Weather

Severe weather hazards involve severe cold weather during winter months coupled with excessive snow fall. Loss of electricity due to downed power lines creates the risk of loss of heat to citizens in the community who may also be confined to their homes, essentially shutting down the community.

Hazardous Materials

Incidents involving HAZMAT result from the ever-increasing use of materials that pose a serious threat to life, property, and the environment. Incidents involving the release of HAZMAT may occur during handling at industrial facilities using such materials or during the transportation of such materials by highway.

Public Health Incident

Public health hazards include contagious diseases and other health related epidemics.

Transportation Accident

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

Utility Failure

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

Power failure is most often caused by severe weather that downs trees or their limbs onto power lines and poles. Traffic accidents involving utility poles are another common cause. Wildland fires can also threaten transmission lines.

Terrorism

Terrorism hazards include riot, protests, demonstrations, and strikes, as well as acts of terrorism. As a result of recent national terrorism incidents, local governments must assess a broad range of vulnerabilities and prepare for new types of hazards, including chemical, biological, nuclear/radiological weapons, cyber security attacks, and explosives.

Radiological Hazard

While the probability of a radiological hazard is low, the maximum threat posed by an accidental or international incident is extremely high. Risk is posed not only by the direct effects, but also by the lingering effects of radioactive fallout.

Capability Assessment

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

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

Protection of Critical Infrastructure and Key Resources

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

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

Assumptions and Limitations

The County EOP is predicated on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding County agency will utilize existing directives and procedures in responding to major emergencies and disasters.

- Environmental, technological, and civil emergencies may be of a magnitude and severity that require state and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazards related to weapons of mass destruction. Residents will be instructed to stay inside away from the radioactive material outside for at least 24 hours.
- Outside assistance will be available in most emergency situations affecting the County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this plan.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a state-declared emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the

County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

- Familiar with established policies and procedures.
- Assigned pre-designated tasks.
- Provided with assembly instructions.
- Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

3 Roles and Responsibilities

General

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

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

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

The County implemented NIMS and assists with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency. Each agency and department are responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies. All county employees are required to take the following [ICS courses](#): ICS 100, ICS 200, ICS 700, and ICS 800. New employees will complete these courses within six months of hire date. Completed certificates will be submitted to Human Resources and Emergency Management.

Local and Regional Response Partners

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

Private Sector

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

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for responding to, and recovering from, incidents that impact their own infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Provide assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

Non-Governmental Organizations

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

The roles of NGOs in an emergency may include:

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

Individuals and Households

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

- Reducing hazards in their homes.

- Preparing an emergency supply kit and household emergency plan.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.

County Response Partners

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

State Response Partners

Under the provisions of ORS 401, the Governor has broad responsibilities for the direction and control of all emergency activities in a State Declared Emergency. The administrator of ODEM is delegated authority to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the Federal government.

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

Emergency Management Organization

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

The Emergency Manager may, depending on the size or type of incident, delegate authority to lead response and recovery actions to other County staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or practice. As a result, the organizational structure for the County's emergency management program can vary depending upon the location, size, and impact of the incident.

The EMO for the County is divided into two general groups, organized by function – the Executive Group and Emergency Response Agencies.

Executive Group

The Executive Group is referred to in this plan as a single body but, in fact, may have several components with representation from each local political jurisdiction within the emergency

management program. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Executive Group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for those officials include:

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

County Court

The County Court is primarily responsible for policy, budget, and political direction for the County government. During emergencies, this responsibility includes encouraging citizens involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting state and federal officials. Additionally, the County Court will provide an elected liaison with the community and other jurisdictions. As needed, the County Court will initiate and terminate the State of Emergency through a declaration.

The County Court is primarily responsible for:

- Directing the overall preparedness program for the County.

- Establishing emergency management authority by County resolution.
- Making emergency policy decisions.
- Declaring a State of Emergency when necessary.
- Implementing emergency powers of local government.
- Keeping the public and ODEM informed of the situation, through the assistance of the Emergency Manager.
- Requesting outside assistance when necessary (either in accordance with existing mutual aid agreements and/or through ODEM).

City Manager/Mayor

- Assuring that all city departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Serving as controller of the city EOC during its activation.
- Implementing policies and decisions of the governing body.
- Directing emergency operational response of city services.

Emergency Management Administrator

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

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

Emergency Manager

The County Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regards to the County's emergency plans and activities including coordinating all aspects of the County's capabilities.

The Emergency Manager coordinates all components of the local emergency management program, to include assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls.

In particular, the Emergency Manager is responsible for:

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

County Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. County department and agency heads and their staff develop, plan, and train for internal policies and procedures to meet response and recovery needs safely.

Department and agency heads should also participate in interagency training and exercises to develop and maintain necessary capabilities. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the IC.

Responsibility of All Departments

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

- Supporting EOC operations to ensure the County is providing for the public safety and protection of the citizens it serves.

- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the County Court and Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident related costs incurred by the department.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with existing SOPs.
- Identifying critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other County departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Allowing staff time for preparedness training and participation in exercises.

Responsibilities by Function

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

Transportation

Primary Agencies: *Harney County Road Department*

Transportation related tasks include:

- Supporting the preparation and maintenance of ESF 1 – Transportation and supporting SOP's and annexes.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Coordinating the restoration and recovery of County transportation routes and infrastructure.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Coordinating support of emergency operations activities among transportation stakeholders within the County's authorities and resources limitations.
- Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.

See ESF 1 – Transportation for more details.

Communications

Primary Agencies: *Harney County Sheriff's Office, Harney County Emergency Management, Harney District Hospital, EMS, 911 Committee*

Alert and Warning

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Establish and maintain an effective communications system, including county-owned and commercially leased systems, for use in a disaster.
- Disseminating emergency public information as requested.
- Receiving and disseminating warning information to the public and key County [and City] officials.
- Supporting the preparation and maintenance of ESF 2 – Communications, and supporting SOPs and annexes.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintain emergency communications systems.

- Coordinating use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication operated within the EOC once activated.
- Managing and coordinating all emergency notifications to departments and officials (e.g. during transition to continuity facilities or succession notification).
- Supporting the preparation and maintenance of ESF 2 – Communications, and supporting SOPs and annexes.

See ESF 2 – Communications for more details.

Public Works

Primary Agencies: *Harney County Road Department, Harney County Planning Department, Harney County Emergency Management*

Responsibilities related to public works include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Prioritizing the restoration of streets and bridges.
- Coordinating repair and restoration of the County’s critical infrastructure.
- Coordinating disaster debris management activities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, and supporting SOPs and annexes.

See ESF 3 – Public Works for more details.

Firefighting

Primary Agencies: *Local Fire Districts and Departments, RFPA’s, Harney County Emergency Management*

Responsibilities related to fire service include:

- Providing fire prevention and suppression, emergency medical aid, and inspection in order to prevent loss of life, loss of property, and

damage to the environment.

- Inspecting damaged areas for fire hazards.
- Containing and coordinating hazardous materials spills, including clean-up and planning.
- Inspecting shelters for fire hazards.
- Supporting the preparation and maintenance of ESF 4 – Firefighting, and supporting SOPs and annexes.

See ESF 4 – Firefighting for more details.

Information and Planning

Primary Agency: *Harney County Emergency Management*

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

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

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

See ESF 5 – Information and Planning for more details.

Mass Care, Emergency Assistance, Housing, and Human Services

Primary Agencies: *Harney County Emergency Management, Harney County Health Department, American Red Cross, ODHS/OREM*

The Harney County Health Department, with support from the American Red Cross (ARC), is responsible for ensuring that the mass care needs of the affected population, such as sheltering,

feeding, providing first aid, and reuniting families, are met. Relevant operations are detailed in ESF 6 – Mass Care and ESF 11 – Agriculture, Animals and Natural Resources.

Responsibilities related to mass care include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.
- Maintaining and implementing procedures for care and shelter of domestic and livestock animals in an emergency.
- Coordinating support with other County departments, relief agencies, and volunteer groups.
- Designating a liaison to participate in all phases of County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites.
- Identifying sources of clothing and other necessities for disaster victims.
- Securing sources of emergency food supplies.
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children, clients with disabilities, access and functional needs, and the elderly.
- Supporting the preparation and maintenance of ESF 6 – Mass Care, ESF 11 – Agriculture, Animals, and Natural Resources and supporting SOPs and annexes.

See ESF 6 – Mass Care and ESF 11 – Agriculture, Animals and Natural Resources for more detail.

Resource Support

Primary Agencies: *Harney County Emergency Management, Harney County Administration*

Responsibilities related to resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to County departments requiring augmentation.

- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency related expenditures for purchases and personnel.
- Provide logistical and resources support for requirements not specifically addressed in other ESFs.
- Supporting the preparation and maintenance of ESF 7 –Resource Support and supporting SOPs and annexes.

See ESF 7 –Resource Support for more detail.

Health and Medical

Primary Agencies: *Harney County Health Department*

Harney County Health Department is responsible for coordinating public health and welfare services required to cope with the control of communicable diseases and non- communicable illness associated with major emergencies, disasters, and/or widespread outbreaks caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care, and ESF 8 – Health and Medical.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the functional needs population.
- Coordinating public health disease surveillance.
- Coordinating with the Medical Examiner and funeral directors to provide identification and disposal of the dead.
- Coordinating mass prophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and set-up of the National Pharmaceutical Stockpile Plan.
- Designating a coordinator/liaison to participate in

all phases of the County emergency management program, when necessary, or as requested.

- Coordinating dissemination of public health information.
- Supporting the preparation and maintenance of ESF 8 – Health and Medical and supporting SOPs and annexes.

See ESF 8 – Health and Medical for more detail.

Emergency Medical Services

Primary Agencies: *Harney District Hospital EMS, Local Fire Districts and Departments*

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

See ESF 8 – Health and Medical for more detail.

Search and Rescue

Primary Agency: *Harney County Sheriff's Office*

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost in outdoors.
- Performing specialized rescue (e.g., water, high-angle, structural collapse, ice).
- Cooperating with and extending assistance to surrounding jurisdictions on request and as resources allow.
- Establishing and monitoring training standards for certification of Search and Rescue (SAR) personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue and supporting SOPs and annexes.

See ESF 9 – Search and Rescue for more detail.

Hazardous Materials Response

Primary Agencies: *City of Burns Fire Department, Regional HAZMAT Team, Harney County Emergency Management, OSFM*

Responsibilities related to hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc).
- Providing remote consultation.
- Assessing the potential health effects of a hazardous materials release.
- Initiating actions to protect responders and the public.
- Serving as a technical resource to the IC.
- Containing the HAZMAT.
- Identifying the needs for hazardous materials incident support from regional and state agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short and long-term cleanup.
- Supporting the preparation and maintenance of ESF 10 –Hazardous Materials, supporting SOPs, and annexes.

See ESF 10 – Hazardous Materials for more detail.

Radiological Protection

Primary Agencies: *City of Burns Fire Department, Regional HAZMAT Team, Fire Defense Board, OSFM, Harney County Emergency Management*

- Establishing and maintaining a radiological monitoring and reporting network.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system.
- Under fallout conditions, providing city and County officials and department heads with information on

fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.

- Coordinating radiological monitoring throughout the County.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.

See ESF 10 – Hazardous Materials for more detail.

Food and Water

Primary Agencies: *Harney County Emergency Management, Harney County Health Department, The HUB/Senior Center, Local CBOs, ODHS/OREM, Other State Agencies*

Responsibilities related to food and water include:

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

See ESF 11 – Agriculture, Animals, and Natural Resources.

Energy

Primary Agencies: *Harney County Emergency Management, OTEC, Harney Electric*

Responsibilities related to energy include:

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

See ESF 12- Energy for more details.

Military Support

Primary Agency: *Harney County Sheriff's Office*

Responsibilities related to military support include:

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

See ESF 18 – Military Support for more information.

Public Information

Primary Agencies: *Harney County Emergency Management, Harney County Sheriff's Office PIO, Harney County Health Department PIO*

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the County and preparing

- training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

See ESF 15 – Public Information for mor detail.

Volunteer and Donation Management

Primary Agency: *Local NGOs, American Red Cross, Harney County Emergency Management, ODHS/OREM*

Responsibilities related to Volunteer and donations management include:

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

See ESF 16 – Volunteers and Donations for more detail.

Law Enforcement

Primary Agency: *Harney County Sheriff's Office*

Responsibilities related to law enforcement include:

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

See ESF 13 – Law Enforcement for more detail.

Agriculture and Animals and Natural Resources

Primary Agencies: *Harney County Emergency Management, Health Department, OSU Extension Agent, Local Veterinarians, USDA, Oregon Cattlemen's Association, Oregon Dept of Ag*

Responsibilities related to agriculture and animal protection include:

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Conducting animal and plant disease and pest response.
- Coordinating animal/veterinary/wildlife response during a disaster including:
 - Capturing/rescuing animals that have escaped confinement or been displaced from their natural habitat.
 - Providing emergency care to injured animals.
 - Providing humane care, handling, and sheltering to animals (including service animals, pets, and livestock).
 - Providing humane euthanasia and carcass disposal if required.
- Protecting the state's natural resources from the impacts of a disaster.
- Assisting in the continued development and maintenance of ESF 11 – Agriculture, Animals, and Natural Resources.

See ESF 11 - Agriculture, Animals, and Natural Resources for more detail.

Business and Industry

Primary Agencies: *Harney County Emergency Management, Harney County Tax Assessor, Harney County Court, Harney County Chamber of Commerce, Harney County Planning Department, Harney County Economic Development, Oregon Department of Consumer and Business Services Division of Financial Regulation*

Responsibilities related to business and industry include:

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

- Facilitating communication between business and industry partners and local, tribal, and state emergency management organizations.
- Providing economic damage assessments for impacted areas.

See ESF 14 – Business and Industry for more details.

Recovery

Primary Agencies: *Harney County Court*

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with state partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support, providing assistances as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the County.
- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

Evacuation and Population Protection

Primary Agencies: *Harney County Sheriff's Office, Harney County Emergency Management*

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control.
 - Health and medical requirements.
 - Transportation needs.

- Emergency Public Information materials
 - Shelter and reception location.
- Developing procedures for sheltering in place.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with County policy.
- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).
- Coordinating with local government and non-profit agencies to identify, to the degree possible, the location of vulnerable population groups and individuals throughout the County, and ensure that any special evacuation requirements are understood and can be addressed, of that resources are adequate for these populations to shelter in place.

Damage Assessment

Primary Agencies: *Harney County Emergency Management, Harney County Assessor, Harney County Planning Department, OSFM, Harney County Sheriff's Office*

Responsibilities related to damage assessment include:

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

Coordination with Special Facilities

Primary Agencies: *Harney County Emergency Manager, County Court*

Responsibilities related to coordination with special facilities (e.g. schools, care facilities,

correctional institutions) include:

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

Other Agency Responsibilities

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

Local and Regional Response Partners

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

Private Sector

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

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for responding to, and recovering from, incidents that impact their own infrastructure and facilities.
- Collaborate with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they can help.
- Developing and exercising emergency

plans before an incident occurs.

- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

Non-Governmental and Faith-Based Organizations

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

The roles of NGOs in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, hygiene products, clothing, water, food and shelter, and assistance with emergency clean up.
- Identifying those whose needs have not been met and helping coordinate the provision of assistance.

Individuals and Households

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

- Reducing hazards in and around their homes.
- Preparing an emergency supply kit and household emergency plan.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

State Response Partners

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

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

See the [State of Oregon Emergency Management Plan](#) for details on the state's EMO and detailed roles and responsibilities for state departments.

4 Concept of Operations General

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, law enforcement, and the Public Works Departments. Depending on the type of incident, initial response may include hospitals, local health departments, and HAZMAT teams. In all emergency situations and circumstances, saving and protecting human lives receive priority.

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

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

Emergency Management Mission Areas

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



Response and Recovery Priorities

Response

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

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

Recovery

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

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

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

Incident Levels

Incident levels assist local, county, and state response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations within the County will not always fit neatly into these levels, and any incident has the potential to intensify and expand. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents. The County utilizes the NIMS Incident Levels, which are based on five levels of complexity that ascend from relatively minor incidents (Type 5, e.g. vehicle fire) to a major disaster (Type 1) resulting in high impact on the County and requiring national response resources (source: U.S. Fire Administration).

Figure 4-1 Type 5 Incident

Type 5	Incident Effect Indicators	Incident Management Indicators
5	▪ Incident shows no resistance to stabilization or mitigation ▪ Resources typically meet incident objectives within one or two hours of arriving on scene ▪ Minimal effects to population immediately surrounding the incident ▪ Few or no evacuations necessary during mitigation ▪ No adverse impact on critical infrastructure and key resources (CIKR) ▪ Elected/appointed governing officials and stakeholder groups require minimal or no coordination, and may not need notification ▪ Conditions or actions that caused the incident do not persist; as a result, there is no probability of a cascading event or exacerbation of the current incident	▪ Incident Commander (IC) position is filled, but Command and General Staff positions are unnecessary to reduce workload or span of control ▪ EOC activation is unnecessary ▪ Unified Command is not typically necessary ▪ One or more resources are necessary and receive direct supervision from the IC ▪ Resources may remain on scene for several hours, up to 24, but require little or no logistical support ▪ Formal incident planning process is not necessary ▪ Written Incident Action Plan (IAP) is unnecessary ▪ Limited aviation resources may be necessary and may use varying levels of air support
	Examples: Type 5 incidents, events and exercises can include a vehicle fire, a medical response to an injured/sick person, a response to a suspicious package/ item, or a vehicle pursuit. Planned events can include a 5K or 10K road race.	

Figure 4-2 Type 4 Incident

Type 4	Incident Effect Indicators	Incident Management Indicators
4	▪ Incident shows low resistance to stabilization or mitigation ▪ Resources typically meet incident objectives within several hours of arriving on scene ▪ Incident may extend from several hours to 24 hours ▪ Limited effects to population surrounding incident ▪ Few or no evacuations necessary during mitigation ▪ Incident threatens, damages, or destroys a minimal number of residential, commercial or cultural properties ▪ CIKR may suffer adverse impacts ▪ CIKR mitigation measures are uncomplicated and can be implemented within one operational period ▪ Elected/appointed governing officials and stakeholder groups require minimal or no coordination, but they may need to be notified ▪ Conditions or actions that caused the original incident do not persist; as a result, there is low to no probability of a cascading event or exacerbation of the current incident	▪ IC/Unified Command role is filled, but Command and General Staff positions are typically not necessary to reduce workload or span of control ▪ EOC activation may be necessary ▪ Resources receive direct supervision either from the IC/Unified Command or through an ICS leader position, such as a Task Force or Strike Team/Resource Team, to reduce span of control ▪ Division or Group Supervisor position may be filled for organizational or span of control purposes ▪ Multiple kinds and types of resources may be necessary ▪ Aviation resources may be necessary and may use varying levels of air support ▪ Resources may remain on scene for 24 hours or longer and may require limited logistical support ▪ Formal incident planning process is not necessary ▪ Written IAP is unnecessary, but leaders may complete a documented operational briefing for all incoming resources
	Examples: Type 4 incidents, events and exercises can include a barricaded suspect, a hazardous materials (HAZMAT) spill on a roadway or waterway, a detonation of a small explosive device, a large commercial fire or a localized flooding event affecting a neighborhood or subdivision. Planned events can include a march, protest, festival, fair, or parade.	

Figure 4-3 Type 3 Incident

Type 3	Incident Effect Indicators	Incident Management Indicators
3	▪ Incident shows moderate resistance to stabilization or mitigation ▪ Resources typically do not meet incident objectives within the first 24 hours of resources arriving on scene ▪ Incident may extend from several days to over one week ▪ Population within and immediately surrounding incident area may require evacuation or shelter during mitigation ▪ Incident threatens, damages, or destroys residential, commercial or cultural properties ▪ CIKR may suffer adverse impacts ▪ CIKR mitigation actions may extend into multiple operational periods ▪ Elected/appointed governing officials and stakeholder groups require some level of coordination ▪ Conditions or actions that caused the incident may persist; as a result, there is medium probability of a cascading event or exacerbation of the current incident	▪ IC/Unified Command role is filled ▪ EOC activation may be necessary ▪ Command Staff positions are filled to reduce workload or span of control ▪ At least one General Staff position is filled to reduce workload or span of control ▪ Numerous resources receive supervision indirectly through the Operations Section and its subordinate positions ▪ Branch Director position(s) may be filled for organizational purposes and occasionally for span of control ▪ Division Supervisors, Group Supervisors, Task Forces and Strike Teams/Resource Teams are necessary to reduce span of control ▪ ICS functional units may be necessary to reduce workload ▪ Incident typically extends into multiple operational periods ▪ Resources may need to remain on scene for over a week and will require logistical support ▪ Incident may require an incident base to support resources ▪ Numerous kinds and types of resources may be required ▪ Aviation operations may involve multiple aircraft ▪ Number of responders depends on the kind of incident but could add up to several hundred personnel ▪ Leaders initiate and follow formal incident planning process ▪ Written IAP may be necessary for each operational period

Type 3 Incident Effect Indicators**Incident Management Indicators**

Examples: Type 3 incidents, events and exercises can include a tornado that damages a small section of a city, village or town; a railroad tank car HAZMAT leak requiring evacuation of a neighborhood or section of a community; a detonation of a large explosive device; an active shooter; a water main break; a Category 1 or 2 hurricane; or a small aircraft crash in a populated area. Planned events can include a county fair or an auto racing event.

Figure 4-4 Type 2 Incident

Type 2	Incident Effect Indicators	Incident Management Indicators
2	▪ Incident shows high resistance to stabilization or mitigation ▪ Resources typically do not meet incident objectives within the first several days ▪ Incident may extend from several days to two weeks ▪ Population within and surrounding the general incident area is affected ▪ Affected population may require evacuation, shelter or housing during mitigation for several days to months ▪ Incident threatens damages, or destroys residential, commercial, and cultural properties ▪ CIKR may suffer adverse impacts, including destruction ▪ CIKR mitigation actions may extend into multiple operational periods, requiring considerable coordination ▪ Elected/appointed governing officials, political organization and stakeholder groups require a moderate level of coordination ▪ Incident has resulted in external influences, has widespread impact and involves political and media sensitivities requiring comprehensive management ▪ Conditions or actions that caused the original incident may persist, so a cascading event or exacerbation of the current incident is highly probable	▪ IC/Unified Command role is filled ▪ EOC activation is likely necessary ▪ All Command Staff positions are filled ▪ All General Staff positions are filled ▪ Large numbers of resources receive supervision through the Operations Section ▪ Branch Director position(s) may be filled for organizational or span of control purposes ▪ Division Supervisors, Group Supervisors, Task Forces, Strike Teams and Resource Teams are necessary to reduce span of control ▪ Most ICS functional units are filled to reduce workload ▪ Incident extends into numerous operational periods ▪ Resources may need to remain on scene for several weeks and will require complete logistical support, as well as possible personnel replacement ▪ Incident requires an incident base and other ICS facilities for support ▪ Numerous kinds and types of resources may be required ▪ Complex aviation operations involving multiple aircraft may be involved ▪ Size and scope of resource mobilization necessitates a formal demobilization process ▪ Length of resource commitment may necessitate a transfer of command from one Incident Management Team (IMT) to a subsequent IMT ▪ Number of responders depends on the kind of incident but could add up to over 1,000 personnel ▪ Leaders initiate and follow formal incident planning process ▪ Written IAP is necessary for each operational period

Type 2	Incident Effect Indicators	Incident Management Indicators
		▪ Leaders may order and deploy out-of-state resources such as through the Emergency Management Assistance Compact (EMAC)
	Examples: Type 2 incidents, events and exercises can include a tornado that damages an entire section of a city, village or town; a railroad tank car HAZMAT leak requiring a several-days-long evacuation of an entire section of a city, village or town; a wildland fire in an area with numerous residences, requiring evacuations and several days of firefighting; a multi-event explosive device attack; or a river flooding event affecting an entire section of a city, village or town, with continued precipitation anticipated. Planned events can include a VIP visit, a large demonstration, a strike or a large concert.	

Figure 4-5 Type 1 Incidents

Type 1	Incident Effect Indicators	Incident Management Indicators
1	▪ Incident shows high resistance to stabilization or mitigation ▪ Incident objectives cannot be met within numerous operational periods ▪ Incident extends from two weeks to over a month ▪ Population within and surrounding the region or state where the incident occurred is significantly affected ▪ Incident threatens, damages, or destroys significant numbers of residential, commercial, and cultural properties ▪ Incident damages or destroys numerous CIKRs ▪ CIKR mitigation extends into multiple operational periods and requires long-term planning and extensive coordination ▪ Evacuated or relocated populations may require shelter or housing for several days to months ▪ Elected/appointed governing officials, political organizations and stakeholder groups require a high level of coordination ▪ Incident has resulted in external influences, has widespread impact and involves political and media sensitivities requiring comprehensive management ▪ Conditions or actions that caused the original incident still exist, so a cascading event or exacerbation of the current incident is highly probable	▪ IC/Unified Command role is filled ▪ EOC activation is necessary ▪ Unified Command is complex due to the number of jurisdictions involved ▪ All Command Staff positions are filled; many include assistants ▪ All General Staff positions are filled; many include deputy positions ▪ Many resources receive supervision through an expanded Operations Section ▪ Branch Director position(s) may be filled for organizational or span of control purposes ▪ Division Supervisors, Group Supervisors, Task Forces, Strike Teams, and Resource Teams are necessary to reduce span of control ▪ Most or all ICS functional units are filled to reduce workload ▪ Incident extends into many operational periods ▪ Resources will likely need to remain on scene for several weeks and will require complete logistical support, as well as possible personnel replacement ▪ Incident requires an incident base and numerous other ICS facilities for support ▪ Numerous kinds and types of resources may be required, including many that trigger a formal demobilization process ▪ Federal assets and other nontraditional organizations – such as Voluntary Organizations Active in Disaster (VOAD) and NGOs – may be involved in the response, requiring close coordination and support ▪ Complex aviation operations involving numerous aircraft may be involved ▪ Size and scope of resource mobilization necessitates a formal demobilization process

		▪ Length of resource commitment may necessitate a transfer of command from one IMT to a subsequent IMT ▪ Number of responders depends on the kind of incident but could add up to over 1,000 personnel ▪ Leaders initiate and follow formal incident planning process ▪ Written IAP is necessary for each operational period ▪ Leaders may order and deploy out-of-state resources, such as through EMAC
		Examples: Type 1 incidents, events and exercises can include a tornado with damage or destruction to an entire community; a Category 3, 4 or 5 hurricane; a pandemic; a railroad tank car explosion or multilevel explosive device destroying several neighborhoods and damaging others; a large wind-driven wildland fire threatening an entire city, village or town, causing several evacuations and destroying many homes, businesses, and critical infrastructure assets; or a widespread river flooding event in a city, village, or town, with continued precipitation anticipated. Planned events can include a political convention, the Super Bowl, the World Series or a presidential visit.

Figure 4-6 Incident Complexity Level

Incident Complexity Level: Incident Effect Indicators Summary										
Type	Resistance to stabilization or mitigation	How long does it take for resources to meet incident objectives?	Effects on population immediately surrounding the incident	Length of incident effects	Evacuations necessary during mitigation	Adverse impact on CIKR	CIKR impact / mitigation measures	Coordination required with elected/ governing officials and stakeholder groups	Do conditions or actions that caused original incident persist?	Probability of cascading event or exacerbation of current incident
5	None	1-2 hours	Minimal	Minimal	Few or none	None	None	Minimal or none	No	None
4	Low	Several to 24 hours	Limited	Up to 24 hours	Few or none	Minimal	Uncomplicated within one operational period	Minimal or none	No	Low to none
3	Moderate	At least 24 hours	Moderate	Several days to over one week	Possible; may require shelter	Threatens, damages, or destroys property	Adverse; multiple operational periods	Some	Possibly	Medium
2	High	Several days	Significant	Several days to two weeks	Possible; may require shelter/ housing for several days to months	Threatens, damages, or destroys property	Destructive; requires coordination over multiple operational periods	Moderate, including political organizations	Possibly	High
1	High	Numerous operational periods	Significant	Two weeks to over a month	May require shelter/ housing for several days to months	Significantly threatens, damages, or destroys property	Highly destructive; requires long-term planning and extensive coordination over multiple operational periods	High, including political organizations	Yes	High

Incident Management

Activation

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

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

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

Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager and the 9-1-1 Dispatch Center. County response personnel will communicate and receive notifications using traditional communications technology such as landline and cellular phones, texts, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate.

See ES-2 Communications for more details.

Communications

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

Interoperability

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

Situational Awareness and Intelligence Gathering

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

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

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

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

Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to

establish priorities for the assignment and use of all County resources. In a situation where resource allocations are in dispute, the County Court has the final allocation authority. County resources will be allocated according to the following guidelines:

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

Resource Typing

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

Credentialing of Personnel

The County will implement a formalized credentialing program. This program will include identification, background checks, and NIMS training. This will be in conjunction with ODEM's credentialing system when it becomes available.

Volunteer and Donations Management

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

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Emergency Manager will coordinate and direct volunteers and donated goods to Non-Government agencies, such as; the Red Cross, Salvation Army, and other volunteer organizations. Procedures for accessing and managing these services during an emergency will

follow NIMS/ICS standards.

Access and Functional Needs and People with Disabilities Populations

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

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

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

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

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

Children and Disasters

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

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

Animals in Disaster

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

emergency. If local resources are insufficient to meet the needs of animals during a disaster, the County may request assistance through ODEM.

Demobilization

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

The following issues will be considered when demobilizing:

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

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

Recovery

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

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

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

5 Command and Control

General

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

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

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

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

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

On-Scene Incident Management

Initial County response structure consists of the responding agency that may appoint an on-scene IC and establish ICS at the incident site. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designation emergency areas. Upon establishment of ICS, the on-scene Incident Commander will notify the Emergency Manager and request activation of the County EOC, as appropriate. The on-scene commander will establish and maintain communications with the EOC and will direct emergency operations from the EOC in coordination with other responding agency representatives at the EOC. The on-scene Incident Commander may also establish an on-scene Unified Command structure with County and State leads.

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

Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the County Emergency Manager may activate the IMT and EOC. The EOC and EOC Manager support on-scene operations and coordinate County resources.

The request will be submitted to the Emergency Manager, who will determine whether to activate the IMT and EOC and will assume, or designate, the role of EOC Manager. In most

instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, communications, and public information support.

In a more complex incident, the Incident Commander may relocate to the County EOC to serve as part of the Unified Command or Multi-Agency Coordination Group (MAC), ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and used as an adjunct to existing County services, and then only when a situation threatens to expand beyond the County's response capabilities.

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

Emergency Operations Center

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

Emergency Operations Center Activation

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

- The EOC will be activated by the Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing County resources in support of emergency operations.
- The EOC Manager will determine the level of staffing required and will alert the IMT.
- Emergency operations will be conducted by County departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate

instructions and notifications, and coordinate emergency operations.

- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in ESFs.
- The EOC may, as appropriate, operate on a 24-hour basis.
- The Emergency Manager may establish an on-scene command post to maintain close contact and coordination with the EOC.
- The Emergency Manager, or designee, will immediately notify ODEM upon activation. Periodic updates will be made as the situation requires.

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

Emergency Operations Center Location

Primary and alternate EOC locations are mapped on Figure 5-1 and Figure 5-2. The Emergency Manager has a Mobile Incident Command Post/Mobile Emergency Operations Center which can be located closer to an incident as needed.

The primary location for the County EOC is (Figure 5-1):

Harney County Courthouse Basement Emergency Management Office and Basement Meeting Room
450 North Buena Vista Avenue Burns, OR 97720

If necessary, the alternate location for the County EOC is (Figure 5-2):

Burns Fire Department
242 S Broadway Ave
Burns, Or 97720

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

Figure 5-1

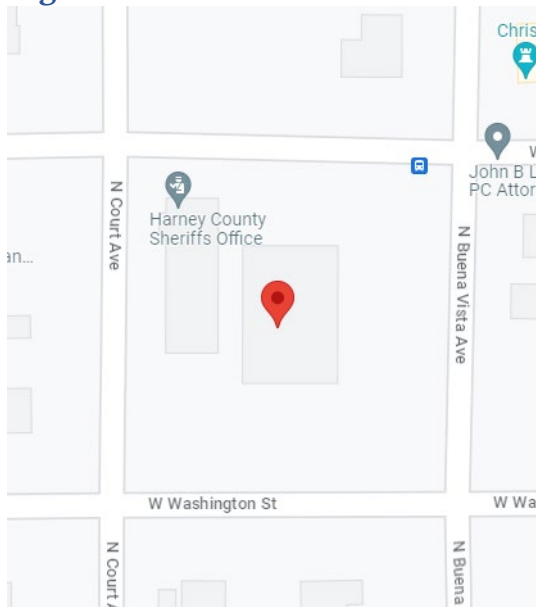
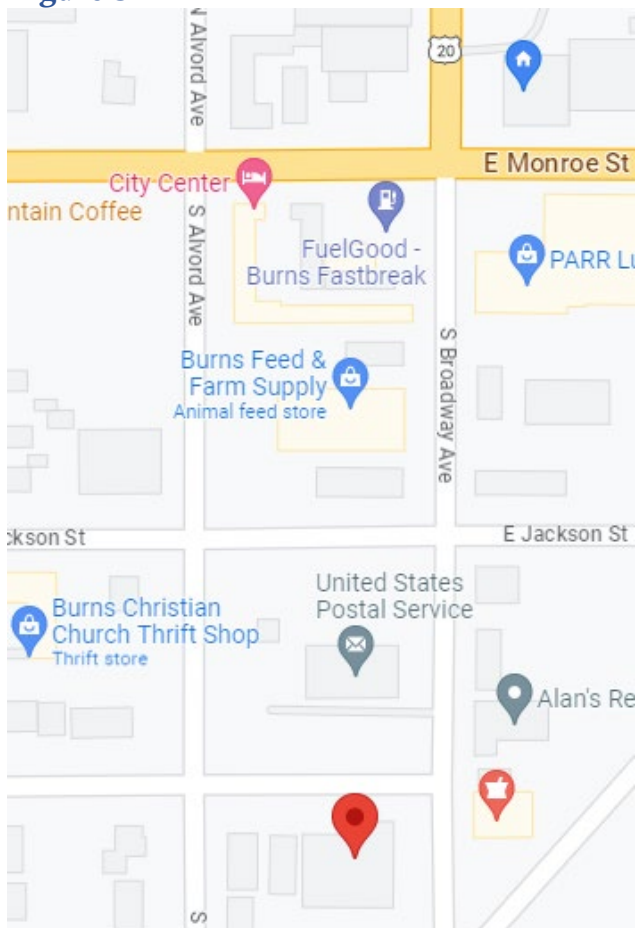


Figure 5-2



Emergency Operations Center Staffing

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

IMT members assigned to Command and General Staff are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

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

Access and Security

During an emergency, access to the County EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present. Depending on the size and security needs of an incident, ID badges may be issued to those working in the EOC to assist in identifying who is authorized in the EOC. The software manual and equipment to print EOC ID badges is in the Emergency Manager's Office.

Deactivation

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

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

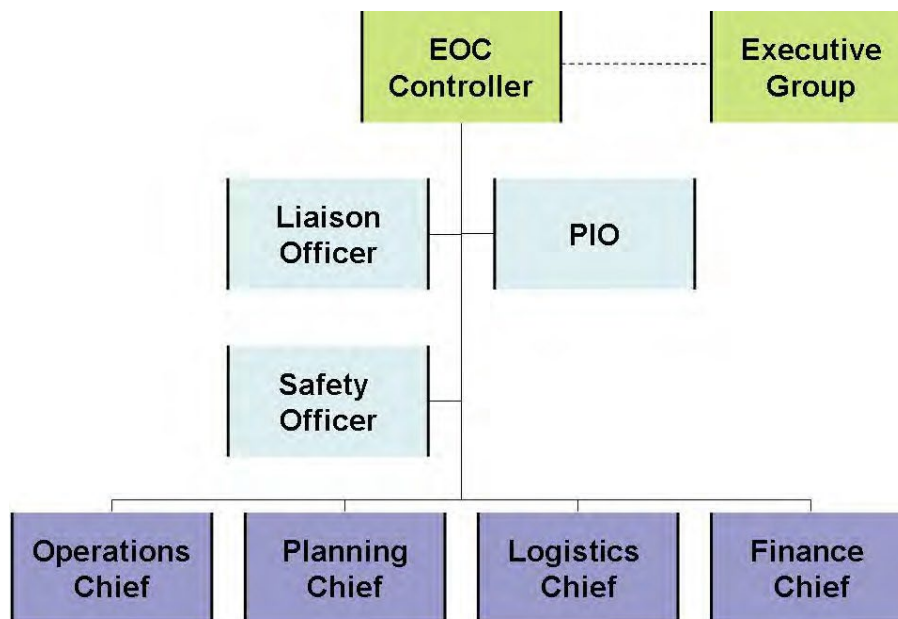
The County Sheriff has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified of EOC activation. If necessary, the EOC may also be re-opened (see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

Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The County will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-3).

The County ICS structure can expand or contract, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The County ICS structure can also be utilized for lower-level emergencies such as a minor incident involving a single emergency response agency (Level 1). The County has established IMT, supporting EOC activation, and ICS operational procedures, and position checklists.

Figure 5-3 Example of an ICS for Harney County



Emergency Operations Center Manager

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

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an Incident Action Plan (IAP);

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

The EOC Manager Requirements:

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

Emergency Operations Center Command Staff

Incident Management Team

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

The EOC Manager or Emergency Manager will then page out the IMT. As availability responses come in, additional messaging will inform the IMT of what roles have been filled for the first operational period. In this manner, the remainder of the team can then plan to be handed the incident for the second operational period (if unresolved). Portions of the team may activate without full team activation. This may be helpful for a monitoring event (such as a developing storm system) or an unknown event (such as Y2K). In these circumstances, the EOC Manager may elect to open the EOC with a few key personnel to assist in the event of an actual activation.

Safety Officer

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

- Identifying initial hazards, determining personal protective equipment (PPE) requirements, and defining decontamination areas.
- Implementing site access control measures.
- Monitoring and assessing the health and safety of response

- personnel and support staff (including EOC staff).
- Preparing and implementing a site Health and Safety Plan and updating the EOC manager, on-scene Incident Command, and Operations Chief as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

Safety Officer Requirements:

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

Public Information Officer

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

- Developing and coordinating releases of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC).
- Implementing information clearance processes with the EOC Manager.
- Conducting and/or managing media briefings and implementing media monitoring activities.

PIO Requirements:

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

Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services (the ARC). The liaison role typically includes:

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

The annexes attached to this plan contain general guidelines for the city governmental entities,

organizations, and County officials/departments to carry out responsibilities assigned at the city EOC or other designated facility where response efforts will be coordinated.

Emergency Operations Center General Staff

Operations Section

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

- **Fire Services** – Emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** – Incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation related accidents, and/or criminal investigations.
- **Public Health Officials** – Contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** – Incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- **Private Entities, Companies, and Non-Governmental Organizations** – may support the Operations Section. Examples of support these organizations may provide include:
 - Glass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need.
 - Non-hazardous debris clearance, collection, and disposal.

The Operations Section Chief is responsible for:

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

The Operations Section Chief Requirements:

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

Planning Section

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

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

Planning Section Chief Requirements:

- Executive level leadership of a response agency for a minimum of 3 years.
- Training: ICS 300 and/or 2300, E/L-962 Planning Section Chief Course, O-305 Type-2 All-Hazard IMT Training Course.

Logistics Section

The Logistics Section is typically supported by the following units: Supply, Food, Communications, Medical, Facilities, and Ground Support. Depending on the incident's type and size, these units can be divided into two branches, Service and Support. The Logistics Chief is responsible for:

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

Logistics Section Chief Requirements:

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

Finance/Administration Section

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

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

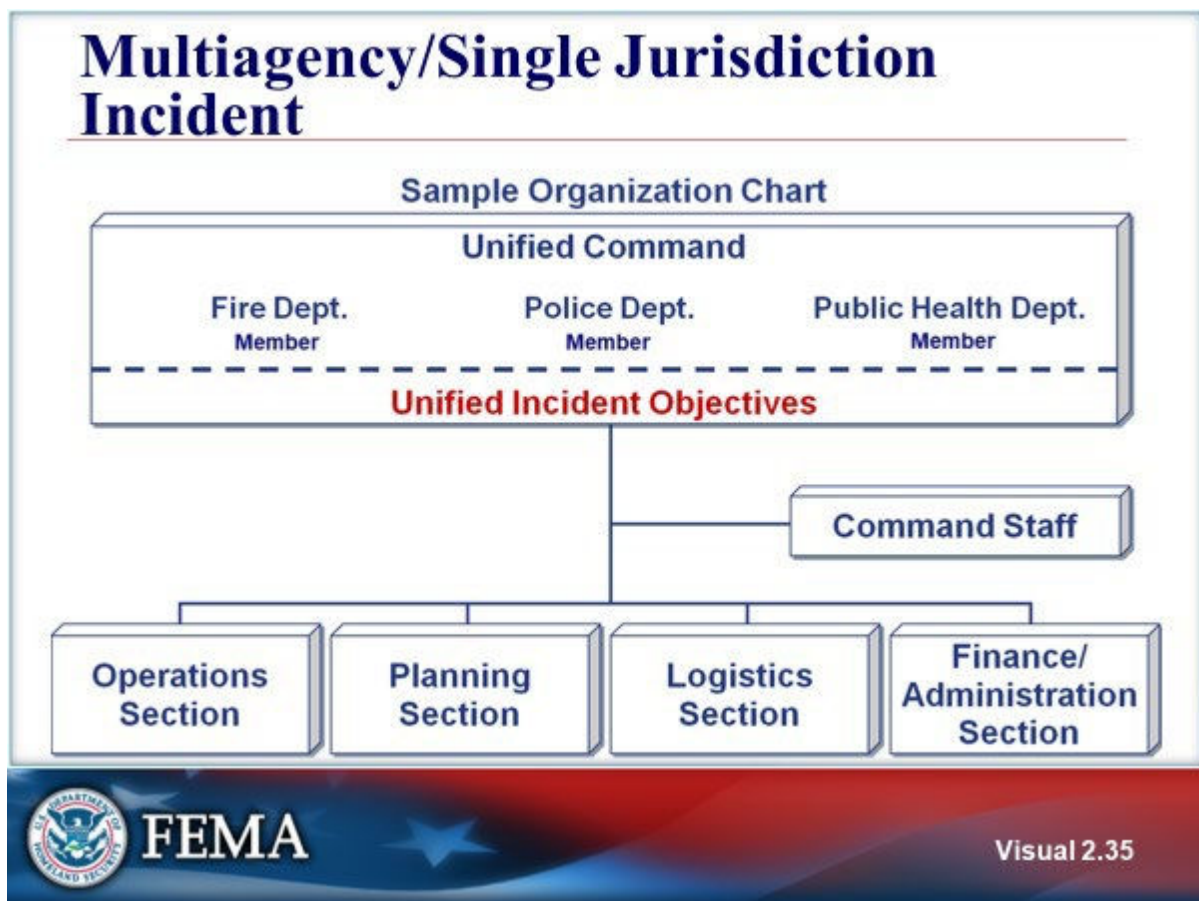
Finance Section Chief Requirements:

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

Unified Command

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

Figure 5-4 Example of Multiagency/Single Jurisdiction Incident of Unified Command:



Source: ICS-300 Intermediate ICS for Expanding Incidents Student Manual, page 34, Visual 2.35

Area Command

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

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

Multi-Agency Coordination

In the event that the County is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (MAC Group). Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include “multiagency committees” and “emergency management committees”. A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

6 Plan Development, Maintenance, and Implementation

Plan Review and Maintenance

The EOP will be re-promulgated every two years, or when a new senior elected or appointed official takes office. The Base components of the EOP may be updated on a two to three year cycle, to comply with state requirements and Federal requirements in [CPG 101](#), while key annexes may be on a shorter cycle. This review will be coordinated by the County Emergency Manager and will include participation by members from each of the departments, assigned as lead agencies in this EOP, as well as key stake holders in the community. This review will:

- Verify Contact Information
- Review the status of resources noted in this plan.
- Evaluate the procedures outlined in this plan to ensure their continued viability.

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

Submit recommended changes to:

Melinda Todd, Harney County Emergency Manager
450 N Buena Vista Ave,
Burns, OR 97720
Melinda.Todd@harneycountyOR.gov

Training Program

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

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

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

- EMS personnel

- Firefighters
- Law Enforcement personnel
- Public works/utility personnel
- Skilled support personnel
- Other emergency management response personnel
- Support/Volunteer personnel at all levels

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

Table 6-1 Minimum Training Requirements	
Emergency Personnel	Training Requirements
Direct role in emergency management or emergency response	ICS-100 IS-700
First-line supervisors, mid-level management, and Command and General Staff	ICS-100, ICS-200, ICS-700, ICS 800
Supervisory role in expanding incidents or a management role in an EOC	ICS-100, ICS-200, ICS-300 and/or 2300, ICS-700, ICS 800
Management capacity in an Area Command situation or EOC	ICS-100, ICS-200, ICS-300 and/or 2300, ICS-400, ICS-700, ICS 800
Resource Management	IS-703
Development of mutual aid agreements and/or mutual aid plans	IS-706
Planning	IS-800
Additional information about training requirements can be found on the ODEM website: NIMS Who Takes What	

Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County will coordinate with agencies, organizations (non-profit, for profit, and volunteer), neighboring jurisdictions, and state and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluations Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at: [Homeland Security Exercise and Evaluation Program \(HSEEP\)](#).

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

Event Critique and After-Action Reporting

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

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the County's EMO.

Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The County maintains an active community preparedness program and recognizes that citizens preparedness and education are vital components of the County's overall readiness.

Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website: [Emergency Preparedness](#).

Funding and Sustainment

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

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

Acronyms and Glossary

Acronyms

AAR	After Action Report
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CEMP	Comprehensive Emergency Management Plan
CERT	Citizen Emergency Response Team
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Harney County
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
ECC	Oregon Emergency Coordination Center
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EM	Emergency Management
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
MOC	Medical Operations Center
MOU	Memorandum of Understanding
NCP	National Contingency Plan
NDRF	National Disaster Recovery Framework
NIMS	National Incident Management System NRF National Response Framework
NRS	National Response System
OAR	Oregon Administrative Rules
ODOT	Oregon Department of Transportation
ODEM	Oregon Department of Emergency Management

OERS	Oregon Emergency Response System
OR DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
PIO	Public Information Officer
POD	Point of Dispensing
PPE	Personal Protective Equipment
SAR	Search and Rescue
SME	Subject Matter Expert
SOG	Standard Operating Guidance
State	State of Oregon
UC	Unified Command
USAR	Urban Search and Rescue
USCG	United States Coast Guard
WMD	Weapons of Mass Destruction

Glossary of Key Terms

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

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

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

Agency Representative: A person assigned by a primary, assisting, or cooperating State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

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

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

established at an emergency operations center facility or at some location other than an incident command post.

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

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

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

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

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

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

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

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

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

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

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

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

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

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

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

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

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

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

Emergency: Absent a Presidential declared emergency, any incident(s), human- caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in

any part of the United States.

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

Emergency Operations Centers: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

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

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

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

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

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

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

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

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

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

Health Resources and Services Administration preparedness funds.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

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

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

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

Incident: An occurrence or event, natural- or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

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

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

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

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander: The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management 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-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.

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

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also 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 Information Center: A facility established to coordinate all incident related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

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

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

Local Government: A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

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

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

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

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident.

Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

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

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

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each

have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

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

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

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

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

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

Non-Governmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of non-governmental organizations include faith-based charity organizations and the American Red Cross.

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.)

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.

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

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

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

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.

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

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context.

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

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

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring.

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

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.

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

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

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

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

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

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

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

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.

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: 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: [NIMS Resource Typing](#).

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

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

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

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

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

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

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.)

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).

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

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

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

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

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common

communications and a designated leader.

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

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

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

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

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 UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort

under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Source: [NIMS Glossary](#)

Annexes may be available in the Emergency Management Office. Due to security measures, some annexes *may not* be available to the public.