

Crook County

Emergency Operations Plan

2025



January 1, 2010

(Original Date of Promulgation)

Crook County Emergency Management

308 NE 2nd Street

Prineville, OR 97754

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Preface

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

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

Emergency response personnel and essential support staff in Crook County must be familiar with this plan and the supporting procedures and documents. The City of Prineville is the only incorporated city within the County. The City has its own Emergency Operations Plan, and both the County and City plans are intended to be complimentary to one another.

Crook County's emergency management mission is:

- ❖ To coordinate and integrate all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

"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. Individual responders and response teams have been trained and are capable of preparing and responding to these less complex emergencies in a way that is consistent with the National Incident Management System (NIMS). These emergency situations are handled effectively without the use of the County's Emergency Operations Plan.

This Plan provides general guidance and a common framework for preparing for, responding to, and recovering from complex emergencies and disasters within the County that are beyond routine day-to-day response. This Plan supports and follows the principles of the NIMS and brings together a coordinated approach to effectively manage incidents within or affecting the County based on a balance of flexibility and standardization and the use of a common language, fundamental principles and incident management system necessary.

The adoption and use of this Plan and annexes does not guarantee or imply that a perfect response can be provided to any incident. Disasters and emergency incidents that warrant the use of this Plan can be of a type or scale that can overwhelm local, regional, and State capabilities. In using this Plan, 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.

A major emergency is likely to damage the County’s critical infrastructure, reduce the workforce available to continue essential government services and challenge the users of this Plan at every step, from response through the recovery efforts.

Letter of Promulgation

To all Recipients:

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

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

Brian Barney, County Commissioner
Chairperson

Susie Hermreck, County Commissioner

Seth Crawford, County Commissioner

Date

Plan Administration

Maintenance and Document Control

The County Emergency Operations Plan, including appendices and annexes, will be reviewed and approved whenever changes occur but not less than every five years. All updates and revisions to the plan will be tracked and recorded in the following table. This process will ensure the most recent version of the plan is disseminated and implemented by emergency response personnel.

Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made without formal approval by the County Board of Commissioners (BOC).

Record of Plan Changes

Date	Change Number	Summary of Changes
2006	Original Release	
12-15-2012	Plan Update	Complete Update
7-1-2017	Plan Update	Minor changes Update
12/1/2018	Plan Update	Complete update (ESF p=6, EOC p50-53)
1/16/2019	Plan Promulgated	Complete update (ESF p=6, EOC p50-53)
11/30/2019	Plan Update Promulgated	Update EOC p50-53
5/7/2025	Plan Update Promulgated	Complete Update (Board of Commissioners added, ESF pg. 6 updated, updates to Annexes)

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons. Updates will be provided electronically. The recipient will have the responsibility for updating the Emergency Operations Plan when changes are received. When the EOP is issued to a certain agency, the plan must be kept in an easily accessible location, out of public view. The Crook County Emergency Manager's office will maintain copies of the Emergency Operations Plan.

Record of Plan Distribution

Date	Document Number	Jurisdiction/Agency/Person
		Crook County Board of Commissioners
		Crook County Emergency Management
		Crook County Fire and Rescue
		Crook County Health Department
		Crook County Sheriff's Office
		Crook County Road Department
		Prineville City Manager's Office
		Prineville Police Department
		Crook County Legal Department
		Crook County 911
		Oregon Office of Emergency Management
		Crook County Assessor's Office

Assignments for Plan and Annex Review and Revision

The table below summarizes delegated review responsibilities for specific portions of the Crook County Comprehensive Emergency Management Plan for revisions, additions, and/or changes. Changes will be forwarded to the Emergency Management Coordinator for implementation and dissemination of the revised plan. Input will also be encouraged from other departments and agencies with a vital interest in the Plan. In 2015, the Oregon Office of Emergency Management (OEM) modified the 15 ESF functions to 18. This update adopts those additions and ESF Name Changes.

Department/Agency Responsibilities

Section/Annex	Managing Department/Agency
Part I. Strategic Plan	Crook County Emergency Management
Part II. Emergency Operations and Response Plan	Crook County Emergency Management
Part III. Recovery Strategy	Crook County Emergency Management
ESF 1 Transportation	Crook County Road Department Oregon Dept. of Transportation (ODOT) Prineville Public Works Department
ESF 2 Communications	Prineville 9-1-1 Center Crook County Emergency Management
ESF 3 Public Works	Crook County Road Department ODOT Prineville Public Works Department
ESF 4 Firefighting	Crook County Fire and Rescue
ESF 5 Information & Planning	Crook County Emergency Management
ESF 6 Mass Care	Crook County Health Department American Red Cross
ESF 7 Resource Support	Crook County Emergency Management
ESF 8 Health and Medical Services	Crook County Health Department
ESF 9 Search and Rescue	Crook County Sheriff's Office
ESF 10 Hazardous Materials	CCF&R/Salem Fire HAZMAT
ESF 11 Agriculture, Animals, and Natural Resources	Crook County Extension Office
ESF 12 Energy	Crook County Emergency Management
ESF 13 Law Enforcement	Crook County Sheriff's Office Prineville Police Department Oregon State Police

Department/Agency Responsibilities

Section/Annex	Managing Department/Agency
ESF 14 Business and Industry	Crook County Assessor's Office Crook County Board of Commissioners City of Prineville Crook County Chamber of Commerce
ESF 15 Public Information	Crook County Emergency Management Crook County PIO City of Prineville
ESF 16 Volunteers and Donations	Crook County Emergency Management Crook County Human Resources City of Prineville
ESF 17 Cyber and Critical Infrastructure Security	Crook County Sheriff's Office Crook County Emergency Management City/County IT
ESF 18 Military Support	Oregon Military Department Oregon National Guard
IA1 Severe Weather	Crook Co. Emergency Management
IA2 Flood (Including Dam Failure)	Crook Co. Emergency Management
IA3 Drought	Crook Co. Emergency Management
IA4 Wildfire	Crook Co. Emergency Management Crook County Fire and Rescue
IA5 Hazardous Material (Accidental Release)	Crook Co. Emergency Management Crook County Fire and Rescue
IA6 Earthquake	Crook Co. Emergency Management
IA7 Volcano	Crook Co. Emergency Management
IA8 Terrorism (Including WMD and CBRNE)	Crook Co. Emergency Management
IA9 Public Health Related	Crook Co. Emergency Management Crook Co. Health Department
IA10 Animal/Agriculture Related	Crook Co. Emergency Management
IA11 Transportation Accident	Crook Co. Emergency Management
IA12 Utility Failure	Crook Co. Emergency Management
Support Annexes	Crook Co. Emergency Management

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1. Introduction

1.1 Purpose

The Crook County Emergency Operations Plan (EOP) seeks to provide a framework for coordinated response and recovery activities during an emergency situation. 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 provides a concept of operations for coordinated emergency response and identifies the roles and responsibilities of the County departments and personnel when an incident occurs. This Plan may be implemented whenever an emergency affecting or impacting the County reaches proportions that it cannot be handled by routine measures. The plan provides specific information on direction and control with guidance for all first responders and governmental agencies on strategic and tactical procedures in support of all phases of an emergency. This EOP complements the State of Oregon (State) EOP and the National Response Framework (NRF). The EOP supports the implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS). It also identifies all Emergency Support Functions (ESF) and critical tasks needed to support a wide range of response activities.

The objectives of this plan are to:

- Provide strategic and tactical procedures to support the primary responsibilities of Crook County during all phases of an emergency;
- Integrate multi-agency and regional coordination into emergency operations through implementation of the Incident Command System/National Incident Management System (ICS/NIMS);
- Establish clear lines of authority and succession during any type of emergency;
- Define roles and responsibilities for the County spanning various departments, agencies, divisions, and management levels in support of critical functions;
- Outline clear guidelines and procedures for ensuring consistent and timely release of emergency public information; and
- Provide procedures and criteria for requesting and allocating essential resources to support overall emergency operations.

1.2 Scope and Applicability

This Plan incorporates procedures supporting all facilities, operations, and personnel that will be relied upon during any type of emergency. The County EOP is intended to be invoked whenever the County must respond to an incident or disaster, the size or complexity of which is beyond what may be handled through routine operations. This Plan is intended to guide only the County's emergency operations during an incident, and is intended to complement and support the implementation of the emergency response plans of other impacted governments, agencies, and public- and private-sector entities. This Plan does not supplant or take precedence over any other plan and is intended to support the National Incident Management System (NIMS)

The primary users of this plan are elected officials, department heads, and other staff members and volunteers that may assist in the implementation functions of the EOC, support emergency operations, or participate in emergency response efforts.

1.3 Plan Activation

The Crook County EOP may be implemented in whole or in part to respond to any type of incident, disaster, or emergency that warrants its use. An Emergency Declaration is not required to implement the EOP or to activate the Emergency Operations Center (EOC). The Crook County Emergency Management Director or other County designee may implement this EOP at any time deemed to be appropriate. Examples of its activation include but are not limited to disasters that overwhelm the routine capabilities of local response efforts or a request made by an on-scene incident commander or other authorized official.

1.4 Plan Organization

The County EOP is organized into four primary components that include:

- The Basic Plan
- Emergency Support Function Annexes
- Support Annexes
- Incident Annexes

The Basic Plan

The Basic Plan describes the roles and responsibilities, concept of operations, and command and control, while also clearly defining escalation pathways and legal authorities involved with critical decision making and allocation of resources by local and county governments.

It describes the emergency declaration process and the activation of mutual aid agreements, requests for resources, and emergency spending powers. It includes a concept of operations that provides a framework upon which the County will conduct its emergency operations and coordinate with other

agencies. The Basic Plan also describes the activation of the EOC and the implementation of the Incident Command System (ICS).

The Emergency Support Functions

Eighteen ESF Annexes supplement the information in the Basic plan and are consistent with support functions identified in state and federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency. Escalation pathways and resource request procedures are defined for each ESF when it becomes necessary to seek additional resources through state or federal agencies, if and when capabilities or resources become limited or unavailable to the County during an emergency or disaster. The following ESFs supplement the information within the Basic plan:

Table 1-1 Emergency Support Functions	
Annex	Function
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

The 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 particular 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:

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

The Incident Annexes

The Crook County EOP is intended to provide guidance and procedural information necessary to respond to any type of incident impacting a significant portion of the County. Incident Annexes (IA) are included as part of the Basic Plan to provide tactical information and critical tasks unique to specific natural and manmade/ technological hazards that pose a threat to the County. This is an all-hazards plan that is intended to be used for all incident types, including the hazards identified in the most recent hazard assessment, as detailed in the *Crook County Natural Hazard Mitigation Plan*, and the most recent Hazard Identification and Vulnerability Assessment (HIVA).

1.5 Relationship to Other Plans

1.5.1 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.

1.5.2 State of Oregon Emergency Management Plan

The Oregon EMP has been developed, revised, and published by the Director of OEM (Oregon Emergency Management) under the provisions of Oregon Revised Statutes (ORS) 401, which calls for the coordinating the activities of all public and private organizations providing emergency services within the state and to provide for and staff a State Emergency Coordination Center (ECC) to aid the governor. ORS 401 makes the governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the governor and coordinates the state’s response to an emergency or disaster.

The Oregon EMP includes three volumes:

- Volume I: *Preparedness and Mitigation*, includes the plans and guidance the State requires in preparing to resist the effects of a disaster. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) the physical effects of a disaster on citizens, the environment, and property.
- Volume II: *Emergency Operations Plan*, referred to as the Basic Plan, describes in broad terms the organization the state uses to respond to emergencies and disasters. It delineates the emergency management organization; contains ESFs and Support Annexes that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific Incident Annexes.
- Volume III: *Relief and Recovery*, provides state guidance, processes, and rules for assisting Oregonians with recovery from a disaster’s effects. It includes procedures to be used by government, businesses, and citizens.

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

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency indicating an impending or probable incident or emergency.
- A 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 a nuclear facility within or impacting the state of Oregon.

- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically-limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

1.5.3 County Emergency Plans

Natural Hazard Mitigation Plan

The Crook County Natural Hazards Mitigation Plan (NHMP) (updated 2025) includes resources and information to assist County residents, public and private sector organizations, and others interested in participating in planning for natural hazards.

This Plan represents a mitigation plan for “All Natural Hazards” that may impact Crook County. The plan represents a collection of information and decisions that were based on the data available at the time it was created. This Plan will be reviewed annually by the Crook County Office of Emergency Management to consider changes that may impact the performance of the Plan, and to monitor implementation of the Mitigation Action Items listed within the Plan. The Plan will receive a complete review and update at least every five years. During the complete reviews, the Plan will be evaluated with respect to new requirements and action items.

The Plan provides a list of activities that may assist Crook County in reducing risk and preventing loss from future natural hazard events. The action items address multi-hazard issues, as well as activities for flood, fire, severe winter storm, windstorm, earthquake, landslide, and volcanic eruption hazards.

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.
- 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.

City Emergency Operations Plans

The City of Prineville is the only incorporated city within Crook County. If the County EOP is activated during an incident and/or countywide emergency declaration, the City of Prineville will align with the command and control structure and procedures representative of response operations for the County.

City officials have primary responsibility for the safety and welfare of their citizens and maintain oversight of resources and operations within their jurisdiction. The City of Prineville has its own EOP and procedures to be implemented when responding to a localized incident or as applied to initial activities prior to escalation to the County.

The City is encouraged to integrate its emergency planning and response operations with the County. The City of Prineville uses NIMS/ICS to manage incidents. The City is requested to maintain a current copy of its EOP at the Crook County Emergency Management Office to aid in a coordinated response.

Special District Emergency Plans

Special districts have a separate system of governance, and their service areas often overlap 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. This includes the Crook County Fire and Rescue District which is the largest emergency response district within the County. Most other 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.

Agency and Organization-Specific Plans

A number of agency-specific plans and organizational procedures are available to support the Crook County EOP and individual ESFs. These plans and procedures are interrelated and have a direct influence on:

- The County's preparation prior to a major emergency or disaster;
- Its activities in response to a major emergency or disaster, and
- The ability to successfully recover from such an incident or event.

These plans also provide local, county, regional, and state agencies and entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

1.6 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 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 Board of Commissioners (BOC) 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 Office (EMO). As approved by the County BOC, the Emergency Management Director has the authority and responsibility for the organization, administration, and operations of the EMO.

Table 1-3 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of the EOP are based.

Table 1-3 Legal Authorities
Federal
<ul style="list-style-type: none"> – Federal Civil Defense Act of 1950, PL 81-950 as amended – The Disaster Relief Act of 1974, PL 93-288 as amended – Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707 – Title III of the Superfund Amendments and Reauthorization Act of 1986, PL 99-499 as amended – Code of Federal Regulations, 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
<ul style="list-style-type: none"> – 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
Crook County
<ul style="list-style-type: none"> – Crook County Ordinances

1.7 Emergency Powers

1.7.1 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.

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

The effect of the declaration is to activate the response, 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.

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

- ✓ Court order declaring an emergency (see Appendix A – Court Order 2003-66 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 BOC Chairperson, or successor.
- ✓ Letter to the Governor advising of the County's declaration and the request for a state declaration, as appropriate, as well as any requests for assistance.

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

Crook County BOC will make an emergency declaration stating that an emergency exists and will specify a location or description of the affected area and jurisdictions included in the declaration. If circumstances prohibit timely action by the County BOC, the County Chairperson or the succeeding executive(s) may verbally declare a State of Emergency. The line of succession is found in Section 1.8.1 of this Plan.

Types of County Emergencies

County Emergency

Under ORS 401, a local State of Emergency may be declared by authorized individuals as identified by County ordinance. The Crook County declaration process is initiated by a formal request from the County's Emergency Management Director to the County BOC. An example of the process and format used to make a local declaration is identified in County BOC Order 2003-66, which is included as Appendix A of this EOP.

Health Emergency

During a suspected or confirmed public health emergency, the County Health Department Director advises the County BOC to make a declaration; the declaration is either made through the County Emergency Management Director, who then contacts OEM; or, if the situation warrants, the Health Director may contact OEM directly. Human isolation and quarantine issues will be addressed by the County Health Director/Administrator. A court order to implement formal procedures must be requested and issued through the County BOC.

City Emergency

If the emergency area is within the City of Prineville, the Chief Executive(s) of the City must process requests for assistance through the County Emergency Management Director. Requests for a State Declaration shall be made by the County BOC through the County Emergency Management Director. 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.

Animal Quarantine Emergency

Local animal quarantine measures will be implemented through Crook County Environmental Health and DO NOT require a court order. The Area Veterinarian in Charge for the United States Department of Agriculture (USDA), Animal and Plant Health Inspection Service, or Veterinary Services will assist the State Veterinarian as appropriate in any animal health emergency.

1.7.2 State Declaration Process

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

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

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

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

1.7.3 State Assistance

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

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

State resources are provided to the local emergency management organization or to the local incident commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest, such as competing resource requests or priority questions.

1.7.4 Federal Assistance

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

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, Federal assistance may be requested. OEM coordinates all requests for federal

assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the NRF.

1.8 Continuity of Government

1.8.1 Lines of Succession

The following lines of succession are exercised during emergencies/disasters in Crook County:

- **The line of succession within the County is from the County BOC Chairperson to the two members of the Commission, in order of their seniority. If circumstances prohibit timely action by the County BOC, the County Chairperson or the succeeding Commissioner may verbally declare a State of Emergency.**
- For purposes of an immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration, provided at least two of the following persons provide written advice to substitute for the vote of two commissioners:
 - Crook County Sheriff or designee, including the Emergency Manager.
 - City of Prineville Chief of Police or designee
 - Crook County Fire and Rescue, Fire Chief or designee
 - Director/Administrator of Crook County Health Department or designee
 - Director of Environmental Health (County Health Department) or designee
 - Crook County Building Official or designee
 - Crook County Roadmaster or designee
 - Crook County Counsel
 - Crook County Manager

A formal review before the County BOC will follow as soon as prudently possible, with a signed order replacing the emergency order.

- **The line of succession of the County Sheriff is the Undersheriff, Patrol Lieutenant, followed by a designee of the Sheriff.**
- The Incident Commander will be the person most qualified to handle the operations for an emergency as outlined for the lead agency designated in the appropriate ESF Annex.
- Each County and City department is responsible for pre-identifying staff patterns that show a line of succession in the absence of management. All employees must be trained on the protocols and contingency plans to maintain leadership within the department. The Crook County BOC or their designee identified above 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 (Continuity of Operations Plan) plan to ensure continued delivery of vital services during an emergency. County Administration is responsible for development of the COG (Continuity of Government) Plan.

1.8.2 Preservation of Vital Records

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

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

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

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the County Emergency Management Director or designee to OEM 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 City of Prineville are responsible for the direction and control of its community's 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's Logistics Section Chief within the EOC processes subsequent assistance requests to the State.

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

the Governor, who authorizes the Act. More information about wildfires in the County can be found in the County Community Wildfire Protection Plan.

1.9.2 Financial Management

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

Expenditure reports should be submitted to the County BOC through the Finance Section Chief assigned to the County EOC. The County's Treasurer's Department will identify budgetary shortfalls and provide recommendations to the Commissioners. It is the responsibility of each individual department head to ensure all expenditure reports are forwarded to the Finance Section and managed through the Treasurer's Office to identify any 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.

Refer to Crook County Recovery Strategy and ESFs 5 and 14 for additional information regarding financial management procedures used throughout the duration of an emergency or disaster.

1.9.3 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, 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 Management Coordinator. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.9.4. Legal and Liability Issues

The County Attorney will advise officials on all legal matters arising before, during, and after a disaster.

Liability issues and potential concerns among government agencies, private entities, other response partners, and across jurisdictions are addressed in existing intergovernmental agreements (IGA) and other formal memorandums established or currently under development for Crook County and its surrounding areas.

Copies of these documents can be accessed through the County Emergency Management office. References are cited in their appropriate ESFs. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources. Financial liability associated with emergency situations will be addressed through County Continuity of Operations/Government Plans when procedures have been developed and finalized.

1.9.5 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.

1.10 Safety of Employees and Family

All department heads or designees are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. 9-1-1 should only be utilized if emergency assistance is needed.

Initially, the County BOC will conduct a survey to determine available alternate facilities or approve existing structures for occupancy. This information will be provided to the County Emergency Operations Center (EOC) immediately. In addition, damage assessments and departmental reports accounting for all personnel will be reported to the EOC as soon as they become available.

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.

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

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

2 Situation and Planning Assumptions

2.1 Situation

Crook County is exposed to many hazards, all of which could potentially disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, volcanic eruptions, and winter storms/severe weather. There is also the threat of a human-caused incident, such as a nuclear, biological, chemical, or conventional attack. A third area of concern is widespread animal disease. Other disaster situations could develop from a hazardous materials accident/release or major transportation accident.

According to Portland State University Population Research Center, the certified population for Crook County as of 2023 was 26,583. Tall pine forest and high desert make up most of the county, which is centrally located in Oregon. A major disaster or emergency will cause environmental damage, injuries, property loss, a disruption of essential public services, and could impact the regional economic, physical, and social infrastructures of the county. The extent of casualties and damage will reflect factors such as the time of occurrence, severity of impact, weather conditions, population density, and possible triggering of secondary risks, such as fires and floods.

Initial emergency response activities focus primarily on minimizing the loss of life, property, and damage to critical infrastructure, including cultural and economic assets. Historically, these activities have been carried out by traditional first responders, such as fire services and law enforcement. Local governments develop, maintain, and implement comprehensive EMPs and associated training programs that address all hazards. Agency-specific procedures and protocols established for support functions and critical tasks will be implemented in conjunction with the County EOP as needed or required.

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

2.2 Hazards and Threats

A wide range of natural and human-caused hazards and threats have the potential to disrupt the community, cause casualties, and/or damage property and the environment. The Crook County NHMP includes information and mitigation action items for seven natural hazards. These include droughts, floods, wildfires, severe weather/winter weather, landslides, volcanoes, and earthquakes. In addition to these natural hazard types, Crook County is vulnerable to human-caused hazards, including hazardous materials, public health incidents, transportation accidents, utility failures, terrorism, and radiological hazards. While the probability of some of these incidents is low, the threat posed may be extremely high.

2.3 Hazard Analysis

Crook County regularly updates the Oregon Emergency Management (OEM) Hazard Risk Assessment Model for threat events, hazards, and public health consequences¹. The methodology for developing this analysis was first developed by FEMA and has been refined by OEM over the years. Each of the hazards and threats are scored using a formula that incorporates independently weighted rating criteria levels of severity. While many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each discrete hazard as a singular event.

This analysis is an important tool in planning for hazard mitigation, response, and recovery. It provides Crook County with an identification of hazard priorities and relative risk. The model does not predict the occurrence of a particular hazard; however, it does quantify the risk of one hazard compared to another.

The Crook County Hazard Risk Assessment is hereby included within this EOP by this reference.

2.4 Assumptions and Limitations

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

- Crook County will continue to be exposed to the cited hazards as well as others which may develop in the future.
- A major disaster can occur at any time and at any place in the county. In some cases, dissemination of warnings and increased readiness measures may be possible. However, many disasters and events can (and will) occur with little or no warning.
- Essential county services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by county emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response personnel are trained and experienced in operating under the NIMS/ICS and recognize their roles and responsibilities.
- The availability of the County's physical and staff resources may limit the County's capability to conduct short- and long-term response actions on an independent basis.
- County response capabilities are also limited during periods when essential staff is on vacation, sick, or under furlough due to budgetary constraints.

¹ Note: Methodology for weighting and scoring severity ratings was developed by using the Oregon Emergency Management Hazard Analysis Methodology, updated October 2018 http://www.oregon.gov/OMD/OEM/docs/library/oem_hazard_analysis_methodology_5_08.pdf?ga=t

- 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.
- Environmental, technological, and civil emergencies may be of such magnitude and severity that state and federal assistance is required.
- 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.
- Proper implementation of this plan will reduce or prevent disaster related losses.

3. Roles and Responsibilities

3.1 General

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

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

3.2 County Board of Commissioners

The County BOC is the lead political entity within Crook County, and is primarily responsible for:

- Directing the overall preparedness program for the County. Crook County Health Department and Emergency Management are the lead agencies in the county.
- Making emergency policy decisions.
- Declaring a State of Emergency when necessary.
- Implementing emergency powers of local government.
- Keeping the public and OEM informed of the situation, through the assistance of the Public Information Officer (PIO).
- Requesting outside assistance when necessary (either in accordance with existing mutual aid agreements and/or through OEM).

3.3 Emergency Management Organization (EMO)

The Crook County emergency management organization (EMO) is under the immediate operational direction and control of the Emergency Management Director (Sheriff), who coordinates decision making with the County BOC. The Director appoints the Emergency Manager, who is responsible for emergency management planning and operations for that area of the County outside the incorporated limits of the City of Prineville.

Most of the departments within the County have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below as well as in individual annexes.

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

3.3.1 Executive Group

The Executive Group is referred to in this plan as a single body but, in fact, may have several components with representation from the City of Prineville, Crook County Fire and Rescue District, hospital, public health, Bureau of Reclamation, Ochoco Irrigation District and any other entity or group that partners with the Crook County Emergency Management Organization. These members include both elected and appointed executives with certain legal responsibilities. Each individual is responsible for the activities conducted within their respective jurisdiction. Key general responsibilities for these Executive Group (CCEPC – Crook County Emergency Preparedness Committee) members include:

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

3.3.1.1 County BOC Members

The County BOC may serve as a member of the Executive Group. Their responsibilities may be shared between the responsibilities identified in Section 3 and any additional tasks needed to support the EMO.

3.3.1.2 City Manager/Mayor

The Mayor, or other City official designated pursuant to County or City of Prineville ordinance, is a member of the Executive Group, and is responsible for emergency management planning and operations for the City. These responsibilities may be shared with County Emergency Management under agreement, and may include:

- 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.

3.3.1.3 Emergency Management Coordinator

The County Emergency Management Coordinator (Emergency Manager) is appointed by the Emergency Management Director (Sheriff) and has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Management Coordinator works with the Executive Group to ensure that there are unified objectives with regard to the County's emergency plans and activities, including coordinating all aspects of the County's capabilities.

The Emergency Management Coordinator 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 Management Coordinator is responsible for:

- Serving as staff advisor to the County BOC 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 as the designee of the Director.
- 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 OEM.
- Maintaining liaison with organized emergency volunteer groups and private sector partners.

3.3.1.4 County Departments and Department Heads

Department and agency heads collaborate with the Executive Group during the 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.

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 BOC and Emergency Management Coordinator.

- 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 completes any NIMS required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Allowing staff time for preparedness training and participation in exercises.

3.3.2 Emergency Response Agencies Organized by Function

This group includes those services required for an effective emergency management program of which response is a key element. Typically, the following agencies and entities maintain primary roles and responsibilities during an emergency situation impacting Crook County:

- Crook County Emergency Management
- Law Enforcement:
 - a) Crook County Sheriff's Office
 - b) Prineville Police Department
 - c) Oregon State Police
 - d) Central Oregon Police Chaplaincy (COPC)
- Crook County Fire and Rescue (including Emergency Medical Service)
- Crook County Health Department
- Crook County Mental Health
- Crook County Road Department
- Prineville Public Works Department
- Prineville Police Department Communications Center (9-1-1)
- St. Charles Medical Center - Prineville
- Ochoco Irrigation District

The following sub-sections are organized by function, with the primary responsibility assigned to the appropriate County department. Emergency incidents will include responder services from a wide variety of County, City of Prineville, district, and NGO services. When the County activates this EOP a County agency will be associated with services that are both directly and indirectly related to their department. As an example if a responder service is primarily provided through a non-county source, the County will associate a department to that service to support the functions of this Plan.

3.3.2.1 Transportation – Road Department

Primary transportation-related tasks include:

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

3.3.2.2 Emergency Communications/Alert and Warning – Sheriff's Office/Prineville Public Safety Answering Point (PSAP) Communications Center

Primary alert and warning-related tasks include:

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

The following tasks are necessary to ensure that the County maintains reliable and effective communications among responders and local government agencies during an emergency. The Sheriff's Office is responsible for the following:

- Coordinating with the Prineville Public Safety Answering Point (PSAP) Communication Center
- Establishing Unified Command with the City of Prineville, if deemed appropriate.
- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication operated within the EOC once activated.
- Supporting the preparation and maintenance of ESF 2 – Communications, and supporting SOPs and annexes. See ESF 2 – Communications for more details.

3.3.2.3 Public Works and Engineering

Road Department/City Public Works Departments

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

- Barricading hazardous areas.
- Prioritizing the restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, wastewater treatment systems, and other public works facilities.
- Removing debris.
- Assessing damage to County owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Coordinating with the City of Prineville Public Works Department
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, and supporting SOPs and annexes.

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

3.3.2.4 Fire Services

Sheriff's Office/Crook County Fire and Rescue District

The Sheriff's Office will coordinate with the Crook County Fire and Rescue District. District fire services are responsible for the following tasks:

- 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.

3.3.2.5 Emergency Management

Emergency Operations Center/Emergency Management Coordinator

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

- Activate the EOC under direction of the County Emergency Management Director or the City of Prineville Chief of Police, or designee.

- Serve as the EOC Director during County Emergencies and during City/County emergencies where a Unified Command Structure has been created with the City of Prineville.
- Maintaining the EOC in an operating mode at all times or being able to convert EOC space into an operating condition.
- Maintaining contact with neighboring jurisdictions and the Oregon Emergency Coordination Center (ECC), as appropriate.
- Assigning representatives (by title) to report to the EOC and to develop procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

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

3.3.2.6 Mass Care, Emergency Assistance, Housing and Human Services **Emergency Management Coordinator/Health Department/American Red Cross**

The 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. The Emergency Management Coordinator will assist. Relevant operations are detailed in ESF 6 – Mass Care and ESF 11 – Agriculture, Animals, and Natural Resources. General responsibilities related to mass care, emergency assistance, housing, and human services include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking, and equipping, etc.) for natural disasters.
- Coordinating support with County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from mental and emotional disturbances.
- Coordinating a council of churches and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with local NGOs and volunteer organizations).
- Identifying sources of clothing for disaster victims (coordinating with local NGOs and volunteer organizations).
- Securing sources of emergency food supplies (coordinating with local NGOs and volunteer organizations).
- Coordinating operations of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as ARC.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Supporting the preparation and maintenance of ESF 6 – Mass Care, and supporting SOPs and annexes.

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

3.3.2.7 Logistics Management and Resource Support

Emergency Management Coordinator/Human Resources and Finance/Administration

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

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve in cooperation with the Sheriff's Office and the City of Prineville.
- 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.
- Supporting the preparation and maintenance of ESF 7 – Logistics Management and Resource Support, and supporting SOPs and annexes.

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

3.3.2.8 Public Health and Emergency Medical Services

Public Health, Health Department/Hospital

The 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, and highly fatal infectious agents, or biological or chemical toxin incidents in urban or rural areas in the County. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, and ESF 8 – Public Health and Medical. General responsibilities for these departments include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and mental health organizations, including making provisions for the functional needs population.
- Coordinating with the Medical Examiner and funeral directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- 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.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, and supporting SOPs and annexes.

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

3.3.2.9 Emergency Medical Services

Sheriff's Office/Local Fire Districts and Departments

The Sheriff's Office will coordinate with local fire districts to:

- Coordinate provision of EMS.
- Request additional EMS assets, as necessary.

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

3.3.2.10 Search and Rescue

Sheriff's Office

General responsibilities of the Sheriff's Office include:

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

3.3.2.11 Hazardous Materials Response

Sheriff's Office/Local Fire Districts and Departments/State HAZMAT Team

HAZMAT Team or Fire District responsibilities include:

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

3.3.2.12 Radiological Protection

Sheriff's Office

For the radiological incident responder, general responsibilities include:

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

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

3.3.2.13 *Agriculture and Natural Resources* **Emergency Management Coordinator/Public Health/Extension Office**

General responsibilities for responders to agricultural and natural resource incidents include the following:

- Providing nutrition assistance.
- Responding to animal and plant diseases and pests.
- Ensuring the safety and security of the commercial food supply.
- Protecting natural and cultural resources.
- Providing for the safety and well-being of household pets.
- Assisting in the continued development and maintenance of ESF 11 – Agriculture and Natural Resources.

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

3.3.2.14 *Energy and Utilities* **Emergency Management Coordinator/Local Utilities**

General responsibilities of those acting as responders to energy and utility related incidents include:

- Working with local energy facility emergency managers in the restoration of damaged energy and utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.
- Supporting the preparation and maintenance of ESF 12 – Energy, and supporting SOPs and annexes.

See ESF 12 – Energy for more details.

3.3.2.15 *Public Safety and Security* **Sheriff's Office/City of Prineville Police Department/OSP**

County enforcement services are responsible for the following tasks:

- Enforcing the law and conducting criminal investigations.
- Coordinating with the City of Prineville Police Department
- Controlling traffic and crowds, and maintaining site security.
- Maintaining the isolation of damaged areas.
- Reporting damage and completing reconnaissance.
- Supporting disaster area evacuation.
- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, and supporting SOPs and annexes.

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

3.3.2.16 *Recovery* **Emergency Management Coordinator/County Assessor**

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments.
- Identifying and facilitating the availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs for outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support and providing assistance as needed.
- Providing support by locating, purchasing, and coordinating the delivery of resources necessary during or after an incident.

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

3.3.2.17 *External Affairs* **Emergency Management Coordinator/County Board of Commissioners**

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

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in the event of an emergency.
- Arranging for media representatives to receive regular briefings on County 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 Spanish-only speaking and/or bilingual population centers within the County, and preparing training and news releases accordingly.
- Supporting the preparation and maintenance of ESF 15 – Volunteers and Donations, and supporting SOPs and annexes.

See ESF 15 – External Affairs for more details.

3.3.2.18 *Evacuation and Population Protection* **Sheriff's Office**

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

- Defining responsibilities of County departments and private sector groups.
- Identifying high-hazard areas and the corresponding number of potential evacuees.
- Coordinating evacuation planning, including:
 - a) Movement control
 - b) Health and medical requirements
 - c) Transportation needs
 - d) Emergency public information materials
 - e) Shelter and reception location
- Developing procedures for sheltering in place.
- Preparing and maintaining supporting SOPs and annexes.

See ESF 6 – Mass Care for more details.

3.3.2.19 *Damage Assessment* **County Assessor/County Board of Commissioners**

The County Assessor will be responsible for:

- Establishing a damage assessment team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members for the EOC.
- Assisting in reporting and compiling information on deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of damaged areas.
- Compiling estimates of damage for use by County officials in requesting disaster assistance.
- Evaluating the effect of damage on the County's economic index, tax base, bond ratings, insurance ratings, etc., for use in long-range recovery planning.
- Supporting the preparation and maintenance of ESF 14 – Public Information, and supporting SOPs and annexes.

3.3.2.20 *Legal Services* **County Counsel**

The County Counsel is responsible for the following tasks in the event of an emergency: Advising County officials on emergency powers of local government and necessary procedures for invocation of measures to:

- Implement wage, price, and rent controls
- Establish rationing of critical resources
- Establish curfews
- Restrict or deny access
- Specify routes of egress
- Limit or restrict the use of water or other utilities
- Remove debris from publicly or privately owned property
- Reviewing and advising County officials on possible liabilities arising from disaster operations, including exercising any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers that are required during an emergency.
- Advising County officials and department heads on record-keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to County government in disaster events.
- Support the preparation and maintenance of the Basic Plan, ESFs, SOPs, and annexes.

3.3.2.21 *Volunteer and Donation Management* **Emergency Management Coordinator**

Responding to disaster incidents will likely exceed the County's resources. Volunteers and donors can support response efforts in many ways, and it is essential that the County plans ahead to incorporate volunteers effectively and donated goods into its response activities.

3.3.2.22 *Other Agency Responsibilities*

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

3.4 Local and Regional Response Partners

The County's emergency organization is supported by a number of outside organizations, including surrounding counties and their 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.

3.4.1 Private Sector

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

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

3.4.2 Non-Governmental Organizations

NGOs play enormously 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, shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping coordinate the provision of assistance.

3.4.3 Individuals and Households

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

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

3.5 County Response Partners

Pursuant to this EOP, the County Emergency Management Director (County Sheriff) has been appointed under the authority of the County BOC. The Director appoints the Emergency Management Coordinator, who is responsible for developing a County-wide emergency management program that, through cooperative planning efforts with the City of Prineville, will provide a coordinated response to a major emergency or disaster.

3.6 State Response Partners

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

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

3.7 Federal Response Partners

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

3.8 Response Matrix

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

Table 3-1 Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	<ul style="list-style-type: none"> ■ Aviation/airspace management and control ■ Transportation Safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment 	Road Department	Department of Transportation	Department of Transportation
ESF 2 Communications	<ul style="list-style-type: none"> ■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure 	Sheriff's Office	Oregon Emergency Management	Department of Homeland Security (National Communications System)
ESF 3 Public Works	<ul style="list-style-type: none"> ■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services 	Road Department	Department of Transportation	Department of Defense (U.S. Army Corps of Engineers)/ Department of Homeland Security (FEMA)
ESF 4 Firefighting	<ul style="list-style-type: none"> ■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations 	Sheriff's Office, Crook County Fire District and Departments	Department of Forestry/Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)
ESF 5 Information and Planning	<ul style="list-style-type: none"> ■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management 	Emergency Management Director, Emergency Management Coordinator	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care	<ul style="list-style-type: none"> ■ Mass care ■ Emergency assistance ■ Disaster housing ■ Human services 	Emergency Management Coordinator, Health Department, American Red Cross	Department of Human Services	Department of Homeland Security (FEMA)

Table 3-1 Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 7 Resource Support	<ul style="list-style-type: none"> ■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.) 	Emergency Management Coordinator, Human Resources & Finance/ Administration	Oregon Emergency Management	General Services Administration/ Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical	<ul style="list-style-type: none"> ■ Public health ■ Medical ■ Mental health services ■ Mass fatality management 	Health Department, Local Fire Districts and Departments	Department of Human Services, Public Health Division	Department of Health and Human Services
ESF 9 Search & Rescue	<ul style="list-style-type: none"> ■ Life-saving assistance ■ Search and rescue operations 	Sheriff's Office	Oregon Emergency Management/ Office of the State Fire Marshal	Department of Defense/ Department of Homeland Security (FEMA/U.S. Coast Guard)/ Department of the Interior
ESF 10 Hazardous Materials	<ul style="list-style-type: none"> ■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup 	Sheriff's Office, Crook County Fire Districts and Departments	Department of Environmental Quality/Office of the State Fire Marshal	Environmental Protection Agency/ Department of Homeland Security (U.S. Coast Guard)
ESF 11 Agriculture, Animal, and Natural Resources	<ul style="list-style-type: none"> ■ Nutrition Assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets 	Emergency Management Coordinator, Health Department	Department of Agriculture	Department of Agriculture/ Department of Interior
ESF 12 Energy	<ul style="list-style-type: none"> ■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utility coordination ■ Energy forecast 	Emergency Management Coordinator, Local Utilities	Department of Administrative Services/ Department of Energy/Public Utility Commission	Department of Energy
ESF 13 Law Enforcement	<ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control 	Sheriff's Office	Department of Justice/ Oregon State Police	Department of Justice
ESF 14 Business and industry	<ul style="list-style-type: none"> ■ Business and Industry Recovery 	County Board of Commissioners	Oregon Emergency Management	Department of Homeland Security (FEMA)

Table 3-1 Response Partners by ESF

ESF	Scope (Federal)	Primary Local Agencies	Primary State of Oregon Agency	Primary Federal Agency
ESF 15 Public Information	<ul style="list-style-type: none"> ■ Social and economic community impact assessment ■ Long-term community recovery assistance to states, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation 	Emergency Management Coordinator, County Assessor	Oregon Emergency Management	Department of Homeland Security (FEMA) /Housing and Urban Development/ Small Business Administration
ESF 16 Volunteers and Donations	<ul style="list-style-type: none"> ■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs 	Emergency Management Coordinator	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 17 Cyber and Critical Infrastructure Security	<ul style="list-style-type: none"> ■ Providing technical assistance related to security planning efforts ■ Conducting technical assessments ■ Maintaining the availability of resources 	Emergency Management Coordinator	Oregon TITAN Fusion Center	Department of Homeland Security (Cybersecurity and Infrastructure Security Agency)
ESF 18 Military Support	<ul style="list-style-type: none"> ■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control 	Sheriff's Office	Department of Justice/ Oregon State Police	Department of Justice

4. Concept of Operations

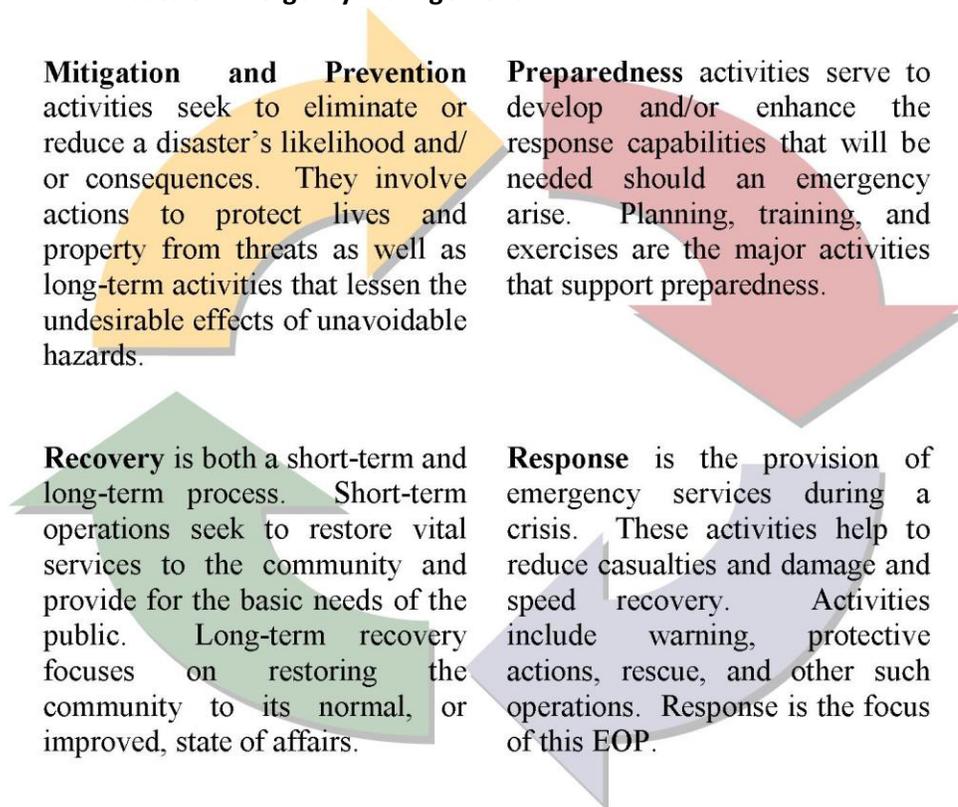
4.1 General

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

The basic concept of emergency operations focuses on managing and using all available resources in the County to effectively respond to all types of emergencies. This EOP should be used when emergency situations arise, and it is determined that the normal organization and functions of county government are not sufficient to meet response activities effectively.

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

Figure 4-1 Phases of Emergency Management



4.2 Phases of Emergency Management

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

4.3 Incident Levels

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

4.3.1 Level 1 Incident

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

4.3.2 Level 2 Incident

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 9-1-1 call for police, fire, or medical assistance. Examples include HAZMAT spills and traffic incidents with multiple injuries. The IC may implement selected portions of the County EOP.

4.3.3 Level 3 Incident

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

4.3.4 NIMS Incident Levels

While the County uses incident levels that are consistent with the State EOP, incident types at the Federal level are based on the following five levels of complexity (Source: U.S. Fire Administration):

Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on the scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command Staff and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure the complexity analysis and delegation of authority are updated. ■ No written Incident Action Plan (IAP) is required, but a documented operational briefing will be completed for all incoming resources. ■ The role of the agency administrator includes operational plans including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed the initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team (IMT) or incident command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ■ This type of incident extends beyond the capabilities of local control and is expected to go into multiple operational periods. A Type 2 incident may require the response of resources out of the area, including regional and/or national resources, to effectively manage the operations, command, and general staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 Response Priorities

Crook County's Response priorities are as follows:

1. **Lifesaving:** This focuses on efforts to save the lives of persons other than city employees and their dependents. It may include prevention or mitigation of major property damage if the results of such damage would likely present an immediate danger to human life.
2. **Incident Stabilization:** This is a focus on the protection of mobile response resources, isolation of the impacted area, and containment of the incident (if possible).
3. **Property Conservation:** This is a focus on the protection of public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises, and it is determined that the normal organization and functions of the County government are insufficient to effectively meet response requirements, the Emergency Management Director, or designee, will activate and implement all or part of the EOP. In addition, the Emergency Management Director or the Emergency Management Coordinator may partially or fully activate and staff the County EOC based on the type, size, severity, and duration of the emergency.

4.5.2 Initial Actions

Upon activation of all or part of this plan, the County Emergency Management Coordinator will implement the following actions immediately:

- Alert threatened populations and initiate evacuation as necessary. Refer to ESF 2 for more detailed information and specific procedures for issuing countywide warnings and alerts.
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. Refer to ESF 6 for more detailed information and specific procedures associated with sheltering, mass care, and related human services.
- Instruct appropriate County emergency services to activate necessary resources.
- Assign radio frequencies and communications equipment. Implement a communications plan and confirm interoperability among EOC staff and response agencies.
- When it is determined that local resources will not meet the needs of local and county emergency operations, a request will be made to the County BOC to prepare and submit a formal declaration of emergency through OEM. The official declaration may be preceded by a verbal statement. *See Annex ESF 7 – Resource Support for more details and specific procedures.*
- Prepare to staff the County EOC, as appropriate, for the incident with a maximum of 12-hour shifts.

4.5.3 Communications, Notification and Warning

Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio, as well as Everbridge notifications, will be used by the County response personnel throughout the duration of response activities. *See ESF 2 – Communications for more details.*

Crook County has a public warning and broadcast system to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Management Coordinator should provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. ESF 2 provides detailed information on how these systems are accessed, managed, and operated throughout the duration of an emergency. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through the County Emergency Management Department. Activation of additional response staff and services is also accomplished through the Public Safety Answering Point for Crook County and can be coordinated through the County EOC.

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

4.5.3.1 Interoperability

The County will maintain the ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment. *See ESF 2 – Communications for more information.*

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

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

This plan should be implemented within the context of the event or incident the County is facing. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information sharing, technical assistance, consultations, notifications, and informed decision-making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

4.5.4.2 Intelligence Gathering

Different from operational and situational intelligence gathered and reported by the Planning Section, intelligence/investigations gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities (or the individual[s] involved), including terrorist incidents, or information that leads to the determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

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

4.5.4.3 Coordination with State Fusion Center

The State maintains a Fusion Center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon Terrorism Information and Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all hazard" information clearinghouse for Federal, State, local, and tribal law enforcement agencies. The Center's goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism to exchange critical information between law enforcement agencies at all levels, state executive leadership, government agencies, and public and private sector partners.

See ESF 17 – Cyber and Critical Infrastructure Security

4.5.5 Resource Management

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

- The County BOC serves as the overall authority for resource management.
- Priorities for resource allocation will be established by the EOC staff.
- The department heads and supervisors continue their day-to-day responsibilities during an emergency, exercising operational control of their workforces.
- They will keep the County BOC informed of resource requirements and coordinate emergency resource requests; those requests will be relayed to the EOC, where outside support will be pursued. Emergency purchase requests are subject to the approval of the EOC manager and will be coordinated through the EOC.
- Other County/city department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the County BOC or City Manager (or designee).

4.5.5.1 Volunteer and Donations Management

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

- Activating a Volunteer and Donations Management coordinator within the County's EMO to address volunteer and donations management.
- Implementing a system for tracking and utilizing volunteers and donations.
- Coordinating with the County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster (VOAD) groups.
- Establishing facilities such as a warehouse and volunteer check-in or reception centers.
- Communicating support, such as coordination of a call center.

4.5.5.2 Resource Typing

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

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

4.5.5.3 Credentialing of Personnel

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

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

- Conducting enrollment of personnel in accordance with approved standards.
- Identifying the type and quality of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness for qualifying for the position.
- Certifying personnel based on completion of identification vetting and meeting qualifications for the position to be filled.
- Carding personnel after completing certification of identity, qualifications, and typing.
- Providing authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensuring that personnel are credentialed only while they maintain employment and qualifications.

See ESF 7 – Resource Support for more information.

4.5.6 Access and Functional Needs Populations

The County defines populations with functional needs as populations whose members may have additional needs before, during, and after an incident in functional areas including, but not limited to, maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities, who live in institutionalized settings, who are elderly, who are children, who are from diverse cultures, who have limited English proficiency or are non-English speaking, or who are transportation disadvantaged.

See Support Annex E- Access and Functional Needs Populations for more information.

4.5.7 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 the affected population. The County will coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal-related issues that arise during an emergency.

4.5.8 Demobilization

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

4.5.9 Transition to Recovery

Recovery comprises steps the County will take after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the County can concentrate on long-term recovery efforts that focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase for reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies.

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

4.6 Inter-Jurisdictional Coordination

4.6.1 Mutual Aid

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

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

4.6.2 Special Service Districts

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

4.6.3 Private Sector

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

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

4.6.4 State Government

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

4.6.5 Federal Government

The County shall make requests for Federal disaster assistance to the State OEM Division. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

5. Command and Control

5.1 General

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

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

Specific positions and agencies are responsible for fulfilling their obligations as presented in this Plan. As the EOC controller, the Emergency Management Coordinator will provide overall direction of response activities of all County department activities that are not involved in on-scene response or continuity of government (COG) priorities.

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

5.2 On-Scene Incident Management

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

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

5.3 EOC Support to On-Scene Operations

Depending on the type and size of the incident, the County may activate the EOC and assign an IC. The County will require and request additional personnel to support this expanded structure. Depending on the incident type, the County departments will provide staff to the EOC. By agreement, the City of Prineville may also provide staff to the EOC. Following a declaration of emergency, the County may receive assistance from mutual aid partners or the State to support the County ICS structure. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

Upon activation of the County EOC, the Emergency Management Coordinator (or designee) becomes the EOC Controller and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The County Chairperson (or designee) may declare a “State of Emergency,” place this plan into effect, and may activate and staff the County EOC on a full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the County BOC at the first available opportunity.

Direction of County response activities:

- The Emergency Management Director will provide overall direction of on-scene response activities for all County departments.
- The Emergency Management Coordinator will provide overall direction of response activities of all County department activities that are not involved in on-scene response or continuity of government (COG) priorities

Lack of resources is an issue for Crook County when considering staffing of the EOC for extended periods of time. The Emergency Management Coordinator will pull from the pool of available personnel that are not required to support field response operations. Department heads will retain control over their employees and equipment unless directed otherwise by the County BOC. Each agency will be responsible for having its own SOPs to be followed during response operations.

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

5.4 Emergency Operations Center

The Crook County EOC is a facility located at 4550 SW Airport Rd, Prineville, Oregon, and controlled by the Sheriff’s Office. As such, the County and City will utilize NIMS to support the command control and operations of the facility and its services. It is anticipated that in most disaster incident types where the response goes beyond routine mutual aid, the County and City will form a Unified Command structure to operate and staff the EOC.

Response activities will be coordinated from the EOC. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination center (MACC) if needed. *See ESF 5 – Information and Planning for more details.*

5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the Emergency Management Director or Coordinator. The Emergency Management Coordinator will assume responsibility for all EOC operations and direction and control of EOC response functions.

- The Emergency Management Coordinator will serve as the overall EOC Controller.
- The Emergency Management Coordinator will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- The Emergency Management Controller may establish an EOC unified command structure in conjunction with the City of Prineville and/or other agencies.
- Emergency operations will be conducted by County departments augmented as required by City departments, trained reserves, volunteer groups, and forces supplied through mutual aid agreements. State and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Sheriff or the Emergency Management Coordinator may establish an on-scene command post to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activity, as outlined in their appropriate annex.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts or as needed.
- The Emergency Management Coordinator will immediately notify the OEM upon activation and receive an OERS number. Periodic updates will be made as the situation requires.

5.4.2 Emergency Operations Center Location

Primary and alternate EOC locations are identified as:

1. **The primary location for the County EOC is:**
 - **Crook County Sheriff's Office EOC**
4550 SW Airport Rd, Prineville Oregon
2. If necessary, the alternate location for the County EOC is:
 - Crook County Sheriff's Office
260 NW 2nd St. Suite 100, Prineville Oregon
3. If the primary or secondary EOC is not viable, any facility that meets the needs of the Emergency Management Director or Coordinator may be utilized

To avoid jeopardizing operations, the EOC must be located away from dangers associated with the event.

5.4.3 EOC Staffing

Staffing for the EOC will primarily come from County and City departments. Because of limited staffing resources, the County and City may jointly staff the EOC. The County and City also agree that the County EOC Controller is responsible for managing the staff needs of the EOC. The EOC Controller will call in staffing from County and City departments as he/she deems appropriate for the scale of the operation. All staff for either jurisdiction that are not otherwise directly involved in on-scene response

or high priority essential continuity of governments functions may be called in to staff functions within the EOC.

All County and City departments will cooperate to plan and identify staff that will be trained to support EOC functions. The County EOC Controller will coordinate with County and City departments to develop and maintain a roster of staff that may be assigned to the EOC in the event of EOC activation.

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

5.4.4 EOC Security

Identification procedures for authorized personnel at the County EOC will be established by the Emergency Management Coordinator. All EOC staff will be informed of security procedures and identification requirements. During EOC activation, an assigned Security Coordinator will be responsible for providing security and restricting access to the EOC by only allowing EOC staff and persons with official business to enter the facility.

5.4.5 EOC Staff Support Services

The Emergency Management Coordinator is authorized to make necessary arrangements to provide the following support services to EOC staff:

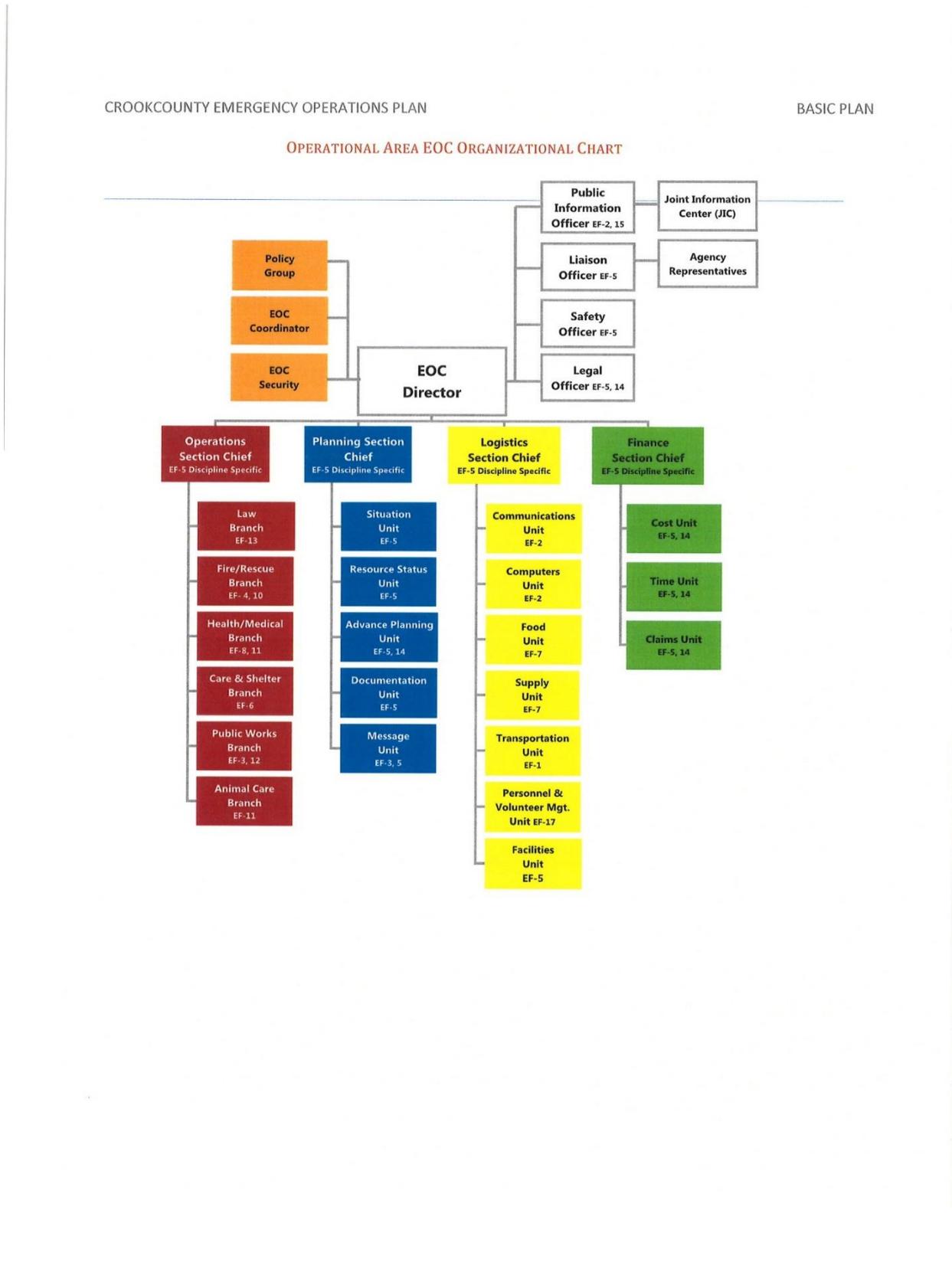
- Sleeping arrangements
- Dining facilities
- Toilet facilities
- Clerical assistance

5.4.6 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, and scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit, to a major emergency involving several agencies and spanning numerous jurisdictions. A transitional ICS organizational chart for the County is presented in Figure 5-1.

Figure 5-1 Example of an ICS for Crook County



In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the County. Thus, it is imperative that all primary and alternate EOC staff be trained on ICS functions other than those in the area of their expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to existing County emergency management and response organizations. *See ESF 5 – Information and Planning for more detailed information on the County’s EMO command structure.*

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. This is implemented on a department-by-department basis. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle managers, and Command and General Staff.

5.5 Command Staff

5.5.1 EOC Director

The EOC Director (Coordinator) is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Director is responsible for:

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

5.5.2 Safety Officer

The Safety Officer is generally responsible for:

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

5.5.3 Public Information Officer

A lead PIO will most likely 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 use of a Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC).
- Implementing information clearance processes with the IC.
- Conducting and/or managing media briefings and implementing media monitoring activities.

5.5.4 Liaison Officer

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

5.6 General Staff

5.6.1 Operations Section

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

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

- Public works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse).

In addition, private entities, companies, and non-governmental organizations may support the operations section.

The Operations Chief is responsible for:

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

5.6.2 Planning Section

The planning section is responsible for forecasting the future needs and events of the response effort while ensuring that the implementation of appropriate procedures and processes is accomplished. This section is typically supported by four primary units:

- Resources
- Situation
- Documentation
- Demobilization

The Planning Chief is responsible for:

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

5.6.3 Logistics Section

The logistics section is typically supported by units including:

- Supplies
- Food
- Communications
- Medical
- Facilities
- Ground Support

Depending on the type and size of the incident, these units can be divided into two branches, Service and Support. The Logistics Chief is responsible for:

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

5.6.4 Finance/Administration Section

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

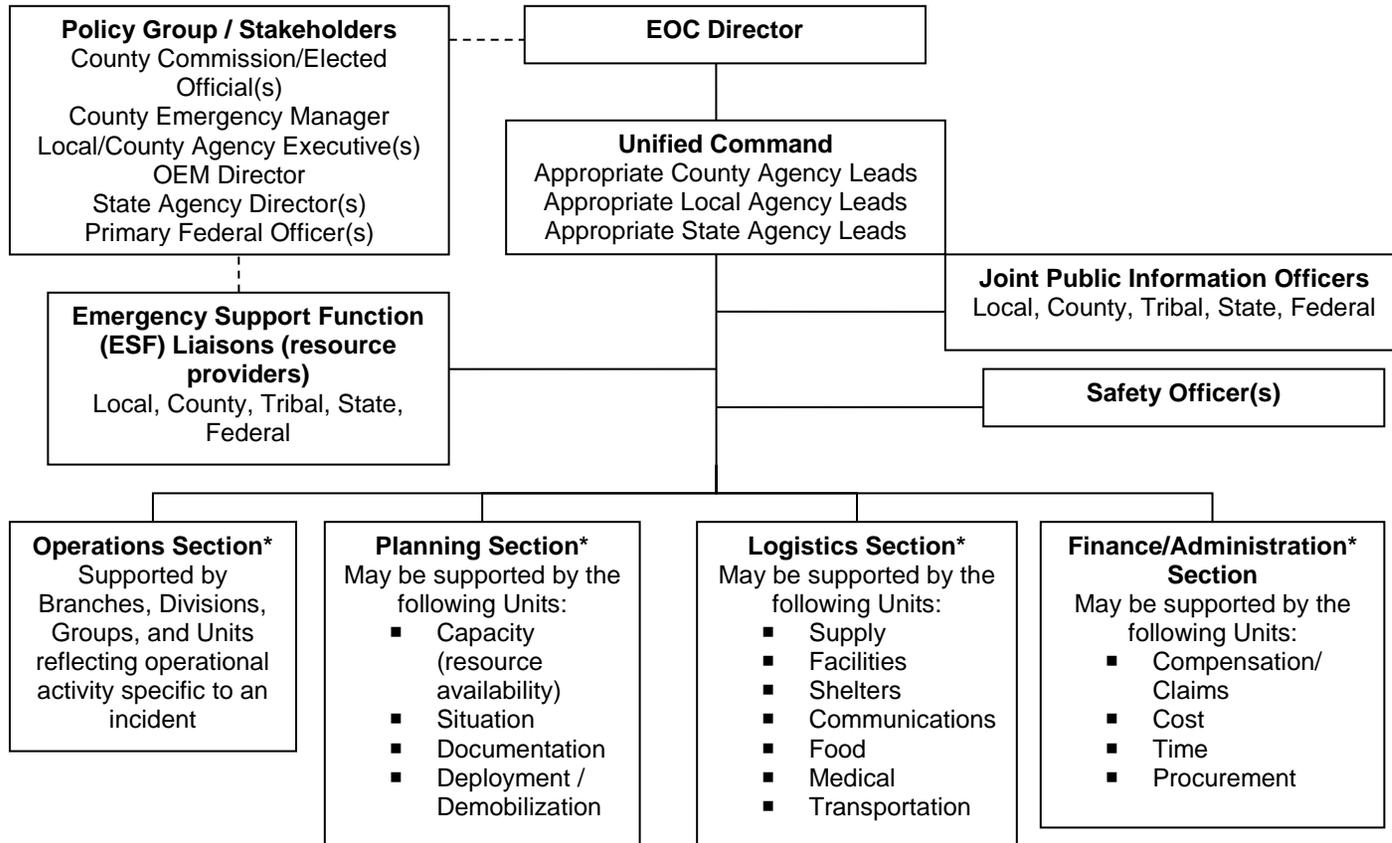
- Monitoring costs related to the incident;
- Maintaining accounting, procurement, and personnel time records; and
- Conducting cost analyses.

5.7 Unified Command

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

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

Figure 5-2 Example Unified Command Structure for Crook County



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

5.8 Demobilization Procedures/Recovery Goals and Objectives

After an emergency, recovery actions will be taken by the County to restore government function and community services to a level existing prior to the emergency. For the short-term, recovery may mean 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. In addition, ESF 14 summarizes specific procedures and plans to support recovery, mitigation, and economic stabilization for the county following a disaster.

The Recovery Strategy for Crook County addresses the following topics:

- Responsibilities and procedures for damage assessment;
- Request procedures for recovery assistance;
- Redevelopment planning;
- Public information on available recovery assistance; and
- Capturing and implementing lessons learned.

6. Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, the EOP will be formally reviewed and re-promulgated every five years to comply with State requirements. This review will be coordinated by the County Emergency Management Coordinator and will include participation by members from each of the departments assigned as lead agencies in this plan and its supporting annexes. This review will:

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

In addition, the Crook County emergency preparedness partners should also become involved in the review. Lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be submitted to:

Crook County Emergency Management
Crook County Sheriff's Office
260 NW 2nd St. Suite 100
Prineville, Oregon 97754

6.2 Training Program

The Emergency Management Coordinator specifically coordinates training for County personnel and encourages departments to have their staff participate in training hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff. NIMS identifies these positions as follows:

- 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 Required
Emergency Manager / EOC Director	ICS-100, -200, -300, -400 IS-700, -701, -703, -704, -800, 230, 235, 240, 241, 242, 244, 247, 318, 393, 634, 800 series, IC, OSC, PSC, LSC
Incident Commanders	ICS-100, -200, -300, -400 IS-700, -701, -703, -704, -800
Other Command Staff, Section Chiefs, and Deputy Section Chiefs	ICS-100, -200, -300 IS-700, -701, -703, -704 (-702 for PIOs)
All other EOC personnel and first responders	ICS-100, -200 IS-700, -701, -703, -704
All other emergency response personnel, including volunteers	ICS-100, ICS-200 IS-700
<i>Independent study courses can be found at http://training.fema.gov/IS/crslst.asp.</i>	

6.3 Exercise Program

The County will conduct exercises to test and evaluate the EOP. Whenever feasible, the County will coordinate with the City of Prineville, neighboring jurisdictions, and State and Federal governments to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information on this program can be found at <https://www.fema.gov/sites/default/files/2020-04/Homeland-Security-Exercise-and-Evaluation-Program-Doctrine-2020-Revision-2-2-25.pdf>.

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

6.4 Event Critique and After-Action Reporting

In order to document and track lessons learned from exercises, the Emergency Management Coordinator will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Management Coordinator will also coordinate an After Action Report describing the objectives of the exercise and documenting the results of the evaluation.

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

6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The County is actively involved with community preparedness and recognizes that citizen preparedness and education are vital components of the County’s overall readiness.

The County maintains a webpage for emergency management that includes preparedness planning information, contact information, plans, and links to other important sites. The County’s Emergency Management website is located at:

<https://co.crook.or.us/sheriff/page/emergency-management>

ANNEX A

Crook County Emergency Declaration Ordinance 2003-66

Declaration of Emergency Templates

- **Crook County**
- **City of Prineville**

Ordinance # 2003-66
Crook County Local Emergency Declaration

BEFORE THE BOARD OF COMMISSIONERS OF CROOK COUNTY

In the matter of ordering procedures for emergency response by county government (order 2003-66);

WHEREAS, the County BOC is desirous that an efficient and rapid response system be in place to manage emergencies within the border of the county, and

WHEREAS, Oregon Revised Statutes include a variety of provisions related to the role of local government in emergency management which are not codified in a single statute, and

WHEREAS, existing county ordinances and procedures do not encompass necessary delegations of authority which will allow the County government to respond in a timely manner to an actual emergency in the event of the unavailability of members of the governing body, and

WHEREAS, ORS 401.309 authorizes local government to establish by ordinance or resolution procedures to prepare for or carry out emergency prevention, response and recovery, and

THEREFORE BE IT RESOLVED AND ORDERED BY THE COUNTY BOC:

Section 1. Emergency defined

For purposes of this ordinance, Crook County adopts the definition of emergency at ORS 401.025 codified in 2001 as follows: "Emergency means any man-made or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to, fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, crisis influx of migrants unmanageable by the county, civil disturbance, riot, sabotage and war."

Section 2. Emergency declarations

In the event of an emergency as defined in section 2 the Crook County BOC may declare the existence of a state of emergency pursuant to ORS 401.309 and may order such measures and activities as it may deem necessary and proper to prevent, minimize, respond to or recover from an emergency.

Section 3. Role of the State; County to request assistance on behalf of cities

(1) In the event that the County BOC shall determine that State assistance is needed to respond to an emergency which has occurred or is imminent, the County BOC or any officer thereof shall forward to the Office of Emergency Management a request for a declaration of emergency by the Governor, pursuant to ORS 401.055. Such request shall be in writing, shall be signed by at least one member of the County BOC acting on behalf of the County and shall include a certification that all local resources have been expended and a preliminary assessment of property damage or loss, injuries and/or deaths.

(2) Pursuant to ORS 401.055, the County BOC or any member thereof acting with the authority of the BOC shall upon written request of the Mayor of the City of Prineville or other official acting with authority of the Prineville City Council, the Prineville City Manager or the Prineville Chief of Police, request a declaration of emergency as provided for in subsection 1. Prior to making such request, the County shall receive from the City official making such request a statement a certification that all local

resources have been expended and a preliminary assessment of property damage or loss, injuries and/or deaths.

Section 4. Open Meetings Law Notice provisions suspended

As authorized by ORS 192.640 (3), in the event of an actual emergency requiring that the BOC consider a declaration of emergency, such members of the Board as may be available shall assemble or meet via telephone giving only such notice to the media and public as may be appropriate to the circumstances, including less than 24 hours' notice, but the governing body shall keep minutes of such meeting and record in its minutes the justification for any meeting which occurs with less than 24 hours' notice.

Section 5. Individual commissioners authorized to act for the governing body

In the event that the governing body may not be convened due to emergency circumstances or physical unavailability of two or more commissioners within the borders of the county and lack of availability of two or more commissioners via telephone, any one member of the County BOC may act on behalf of the full Board, and his or her actions shall have the same effect and be legally and contractually binding as if issued by the entire Board. Notwithstanding the foregoing, however, no member of the Board shall act without first ascertaining that the other members cannot be contacted or are otherwise unavailable to respond to the emergency, and any actions taken by an individual member of the Board in the name of the entire governing body in order to be valid shall be undertaken only on written advice of at least two of the following:

- Crook County Sheriff or his or her designee, including the Emergency Management Coordinator
- City of Prineville Chief of Police or his or her designee
- Chief of the Crook County Rural Fire Protection District or his or her designee
- Crook County Director of Public Health or his or her designee
- Crook County Director of Environmental Health or his or her designee
- Crook County Building Official or his or her designee
- Crook County Road master or his or her designee
- Crook County Counsel

Whenever an individual commissioner acts in the name of the governing body, he or she shall keep or cause to be kept a record of the efforts to contact his or her fellow commissioners, a record of decisions made and a record of the advice received from the above officials, which record shall be entered into the Crook County Commissioners Journals.

Section 6. Order of precedence among commissioners in convening and acting for the governing body

Emergency response personnel seeking a declaration of emergency from the County governing body shall first attempt to contact the County Chairperson, who shall convene a meeting of the BOC, if in his or her judgment such meeting is warranted. If the County Chairperson is not immediately available in person or via telephone, emergency response personnel shall then contact the senior commissioner, who shall convene a meeting of the Board, if in his or her judgment such meeting is warranted. If neither the Chairperson nor the Senior Commissioner may be contacted, the remaining commissioner shall be authorized to act individually on behalf of the Board as provided for in Section 5, or likewise if only the Chairperson or the Senior Commissioner is available, he or she shall likewise be authorized to act on behalf of the Board as provided for in Section 5.

Section 7. Limited duration of authority for a single commissioner to act for the governing body

The authority of an individual member of the governing body to act on behalf of the full body shall only extend during the period in which no other members of the governing body can be located and are physically unavailable within the borders of the county and are not available via telephone. At the earliest opportunity, a quorum of the Board or the full Board shall convene to assume decision-making responsibility.

Section 8. Authority to act in the absence of the governing body

If due to emergency circumstances or physical unavailability of two or more commissioners within the borders of the county or lack of availability of two or more commissioners via telephone, the County Sheriff or his designee is authorized to act on behalf of the governing body until such time as a member of the governing body may be located.

Section 9. Delegation of the authority of the Chief Executive of the County in regard to the Emergency Conflagration Act

Pursuant to ORS 477.530, the County Chairperson, as Chief Executive of the County, shall make available as ordered by the Governor such fire-fighting forces and equipment as may be under the county’s control on a loaned and reimbursed basis.

In the absence or unavailability of the County Chairperson, the authority to assign such equipment and forces shall be delegated to the next most senior commissioner available.

Section 10. Effective date and duration of this order

This resolution/order shall become effective upon passage and shall remain in effect until repealed or modified by the County BOC.

DATED this 1st day of February, 2025

BRIAN BARNEY,	COUNTY CHAIRPERSON
SUSIE HERMRECK,	COUNTY COMMISSIONER
SETH CRAWFORD,	COUNTY COMMISSIONER

(Template for County to State)

DECLARATION OF STATE OF EMERGENCY
BEFORE THE COUNTY BOARD OF COMMISSIONERS
FOR CROOK COUNTY, OREGON

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

RESOLUTION

This matter came before the County Board of Commissioners at an emergency meeting on _____, involving an emergency situation created by ____ (*Specify incident*) _____; and

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

WHEREAS, _____; and
(*Specify location of incident and effects*)

WHEREAS, _____; and
(*Specify location of incident and effects*)

WHEREAS, the following conditions, _____ (*Specify conditions*) _____ exist in the impact area; and

WHEREAS, the County EOC has been implemented and emergency service responders are _____ (*Describe response*) _____.

NOW THEREFORE, BE IT RESOLVED that the County BOC, under the emergency powers granted by ORS 401.305, declares that a State of Emergency exists within Crook County due to the fact that local resources have been exhausted. Further, Crook County's Emergency Services is hereby directed to take all necessary steps authorized by law to secure the persons and property of the citizens of Crook County.

State assistance is requested immediately and includes the following:

- * _____
- * _____
- * _____

Dated at Prineville, Oregon, this _____ day of _____

CROOK COUNTY BOC

_____ County Chairperson	_____ Commissioner	_____ Commissioner
-----------------------------	-----------------------	-----------------------

(Template for City to County)

**DECLARATION OF EMERGENCY
BEFORE THE CITY COUNCIL
FOR THE CITY OF PRINEVILLE, OREGON**

To: _____ (Name) _____,
Crook County Office of Emergency Management
From: _____ (Name) _____,
City of Prineville, Oregon

At _____ (time) on _____ (date), a/an _____
(description of emergency incident or event type) occurred in the City of Prineville threatening life and property.

The current situation and conditions are:

The geographic boundaries of the emergency are:

I DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF PRINEVILLE AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. I RESPECTFULLY REQUEST THAT THE COUNTY PROVIDE ASSISTANCE, CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, AND, AS APPROPRIATE, REQUEST SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT.

Signed: _____
Title: _____ Date & Time: _____

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

ANNEX B

Incident Command System Forms

Index of Incident Command System (ICS) Forms

ICS Form No.	Form Title
ICS Form 201	Incident Briefing
ICS Form 202	Incident Objectives
ICS Form 203	Organization Assignment List
ICS Form 204	Assignment List
ICS Form 205	Incident Radio Communications Plan
ICS Form 205a	Communications List
ICS Form 206	Medical Plan
ICS Form 207	Incident Organizational Chart
ICS Form 208	Safety Message/Plan
ICS Form 209	Incident Status Summary
ICS Form 210	Resource Status Change
ICS Form 211	Incident Check-In List
ICS Form 213	General Message
ICS Form 213 RR	Resource Request Message
ICS Form 214	Activity Log
ICS Form 215	Operational Planning Worksheet
ICS Form 215a	Incident Action Plan Safety Analysis
ICS Form 218	Support Vehicle/Equipment Inventory
ICS Form 219	Resource Status Card (T-Card)
ICS Form 220	Air Operations Summary
ICS Form 221	Demobilization Plan
ICS Form 230	Daily Meeting Schedule
ICS Form 233	Open Action Tracking

** Copies of these ICS forms are kept in the Crook County Emergency Operations Center.*

ANNEX C

Emergency Operations Center Position Checklists

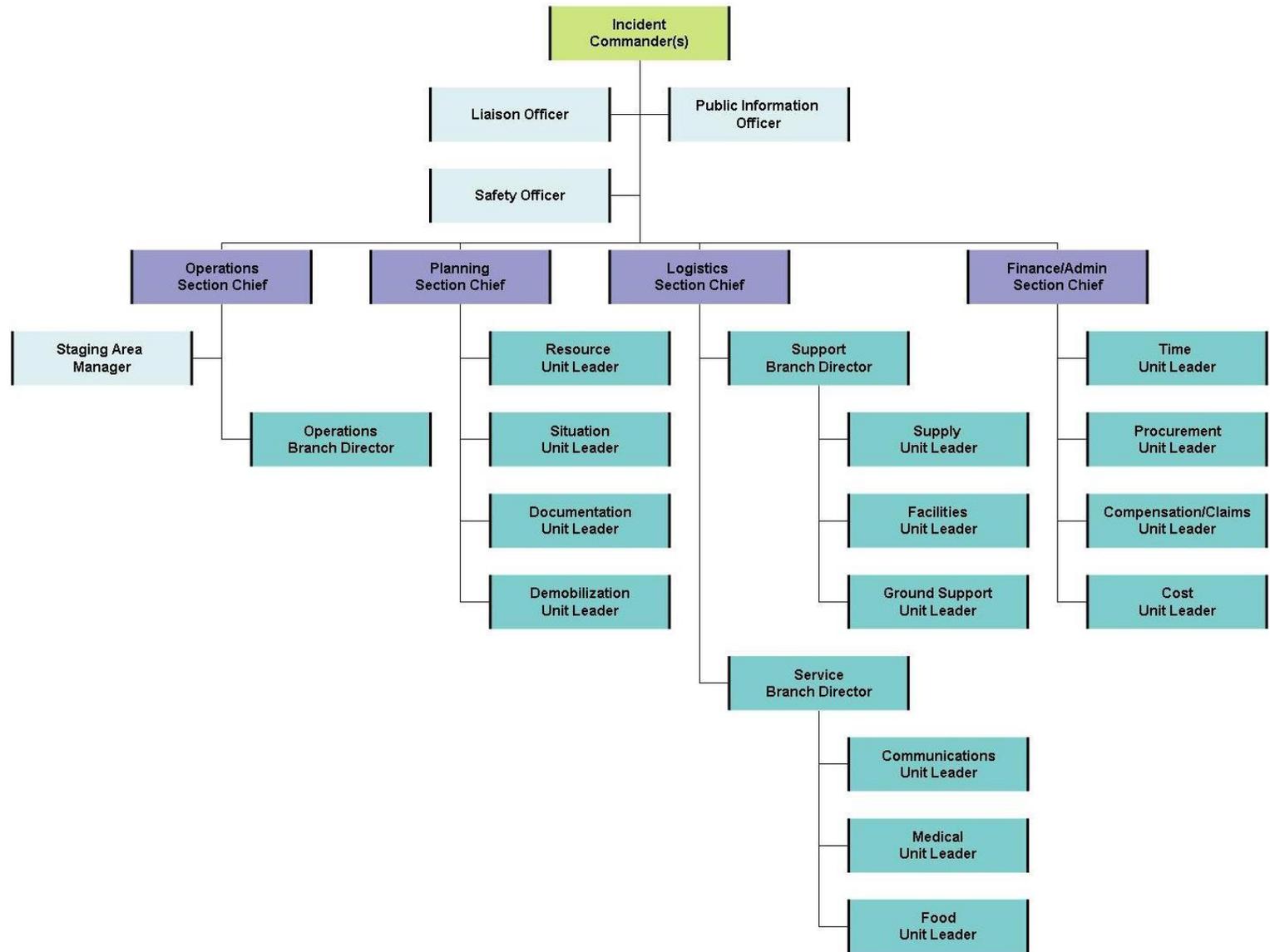
Index of EOC Position Checklists

The following checklists are included in this appendix.

1. EOC Activation Checklist
- 2. Emergency Manager/ EOC Manager Checklist**
3. Deputy EOC Manager/ Safety Officer Checklist
4. Public Information Officer Checklist
5. Liaison Officer Checklist
6. Legal Officer Checklist
- 7. Operations Section Chief Checklist**
8. Law Enforcement Unit Leader Checklist
9. Fire & Medical Unit Leader Checklist
10. Public Works Unit Leader Checklist
- 11. Planning & Intelligence Section Chief Checklist**
12. Situation Status Unit Leader Checklist
13. Resource Status Unit Leader Checklist
14. Damage Assessment Unit Leader Checklist
15. Documentation Unit Leader Checklist
- 16. Logistics Section Chief Checklist**
17. Supplies Unit Leader Checklist
18. Personnel Unit Leader Checklist
19. Care & Shelter Unit Leader Checklist
20. Transportation Unit Leader Checklist
21. Utilities Unit Leader Checklist
- 22. Finance & Administration Section Chief Checklist**
23. Compensation & Claims Unit Leader Checklist
24. Cost Unit Leader Checklist
25. Time Unit Leader Checklist

** Copies of these checklists are kept in the Crook County Emergency Operations Center.*

Figure C-1 EOC Position Organizational Chart



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ANNEX D

Mutual Aid Agreements

Mutual Aid Agreements

In addition to County mutual aid agreements, the County may partner with the City of Prineville, Crook County Fire and Rescue, or other agencies, districts, or departments to identify mutual aid partners within the County.

2014

Inter-County Omnibus Mutual Aid Agreement

This agreement enables the undersigned counties to provide Emergency Assistance to each other during an emergency. Assistance can include personnel, equipment, materials and other support.

2013

American Red Cross Memorandum of Understanding (MOU)

This purpose of this Memorandum of Understanding (MOU) is to define a working relationship with the Red Cross and Crook County, in preparing for and responding to disasters. The MOU provides a broad framework for cooperation and support in assisting individuals and families who have been impacted by disaster.

2023

COIC- Tri County Agreement

The purpose of this agreement is to provide the legal framework and establish procedures and conditions for making COIC-owned vehicles and COIC operators available to the County Emergency Management divisions for deployment during declared emergencies and disasters. This agreement includes Crook, Deschutes, and Jefferson counties.

2014

Oregon Office of Emergency Management Air Resource Agreement

This agreement establishes and maintains a program for the air search and rescue of lost aircrafts and persons and for the air support of other emergency situations, to include the ability for OEM to use money in the Oregon Aviation Search and Rescue Account.

2022

Oregon Resources Coordination Assistance Agreement (ORCAA)

Under the Oregon Resource Coordination Assistance Agreement (ORCAA) member jurisdictions may request assistance from other member jurisdictions to prevent, mitigate, respond to, or recover from an emergency or disaster, or in concert with exercises. Any resources (employees, services, equipment and supplies) of a member jurisdiction may be made available to another member jurisdiction.

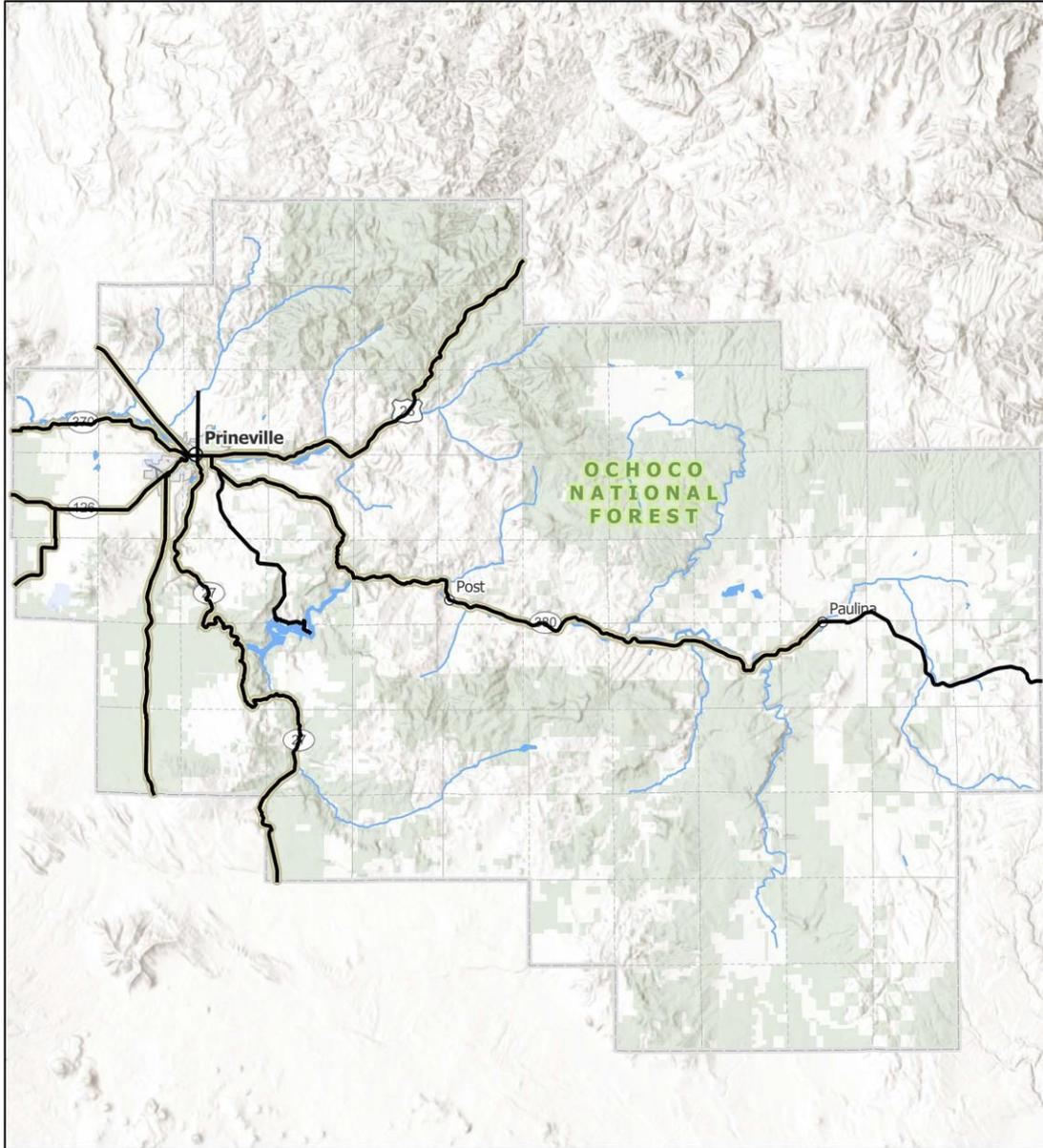
**Copies of mutual Aid agreements entered into by the County are kept in the EOC*

ANNEX E

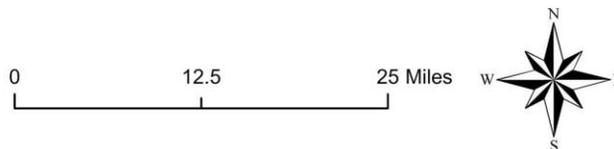
Maps

The County and the City utilize a geographical information system (GIS) mapping database as the primary source of mapping data.

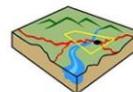
Crook County | Overview Map



— Crook County Major Roads and Highways

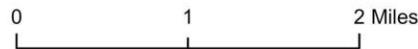
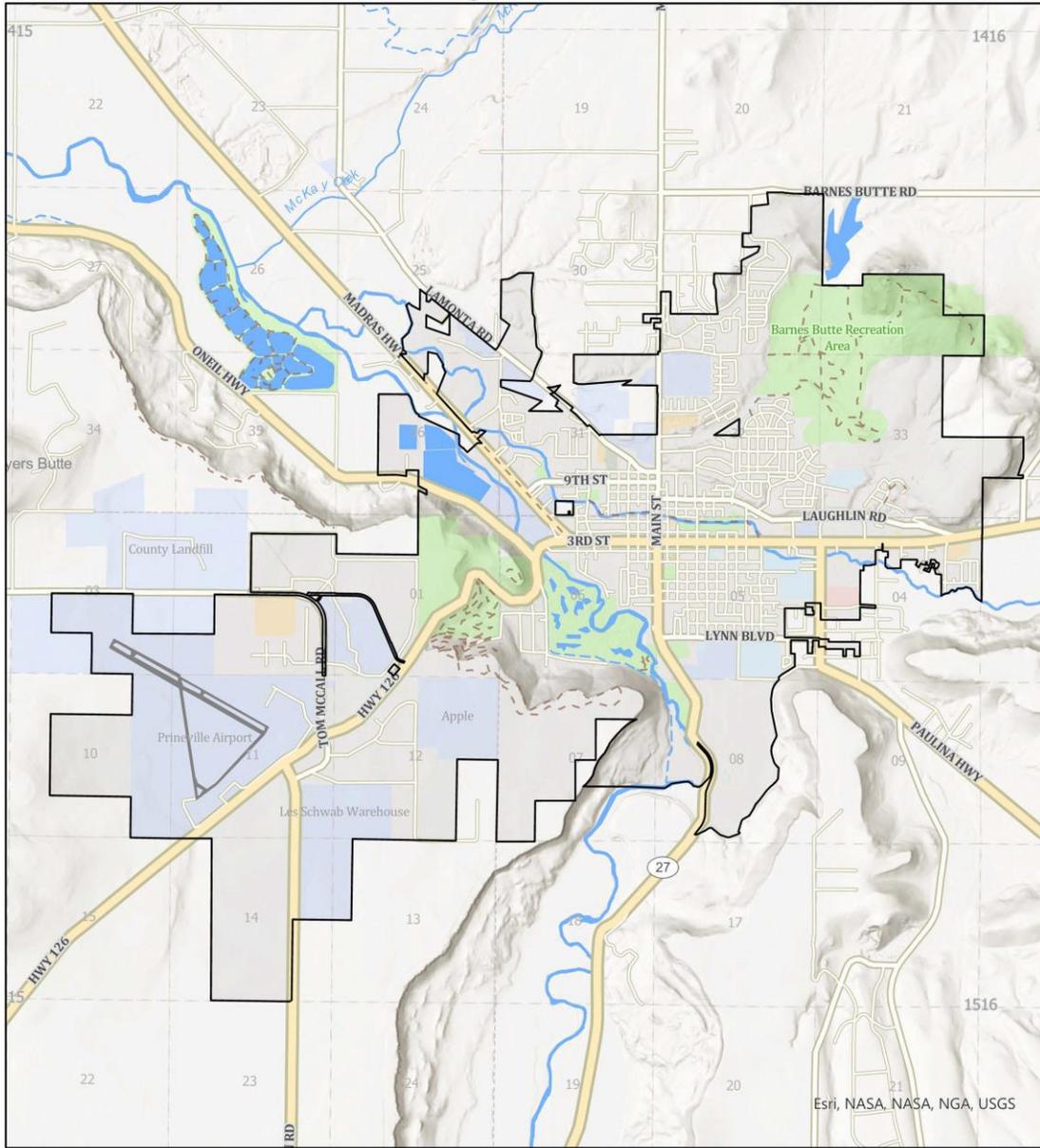


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Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

Prineville | Overview Map

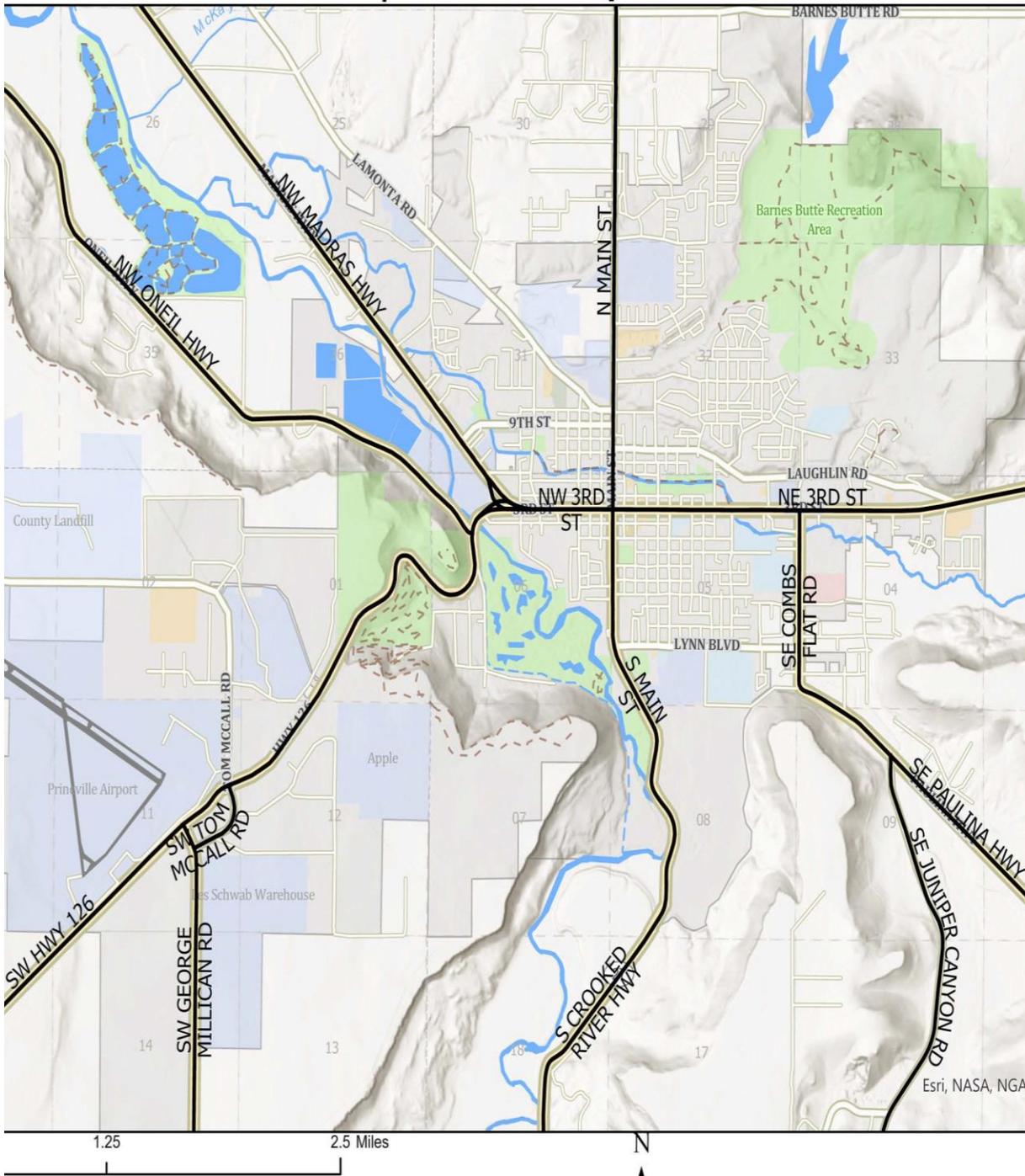


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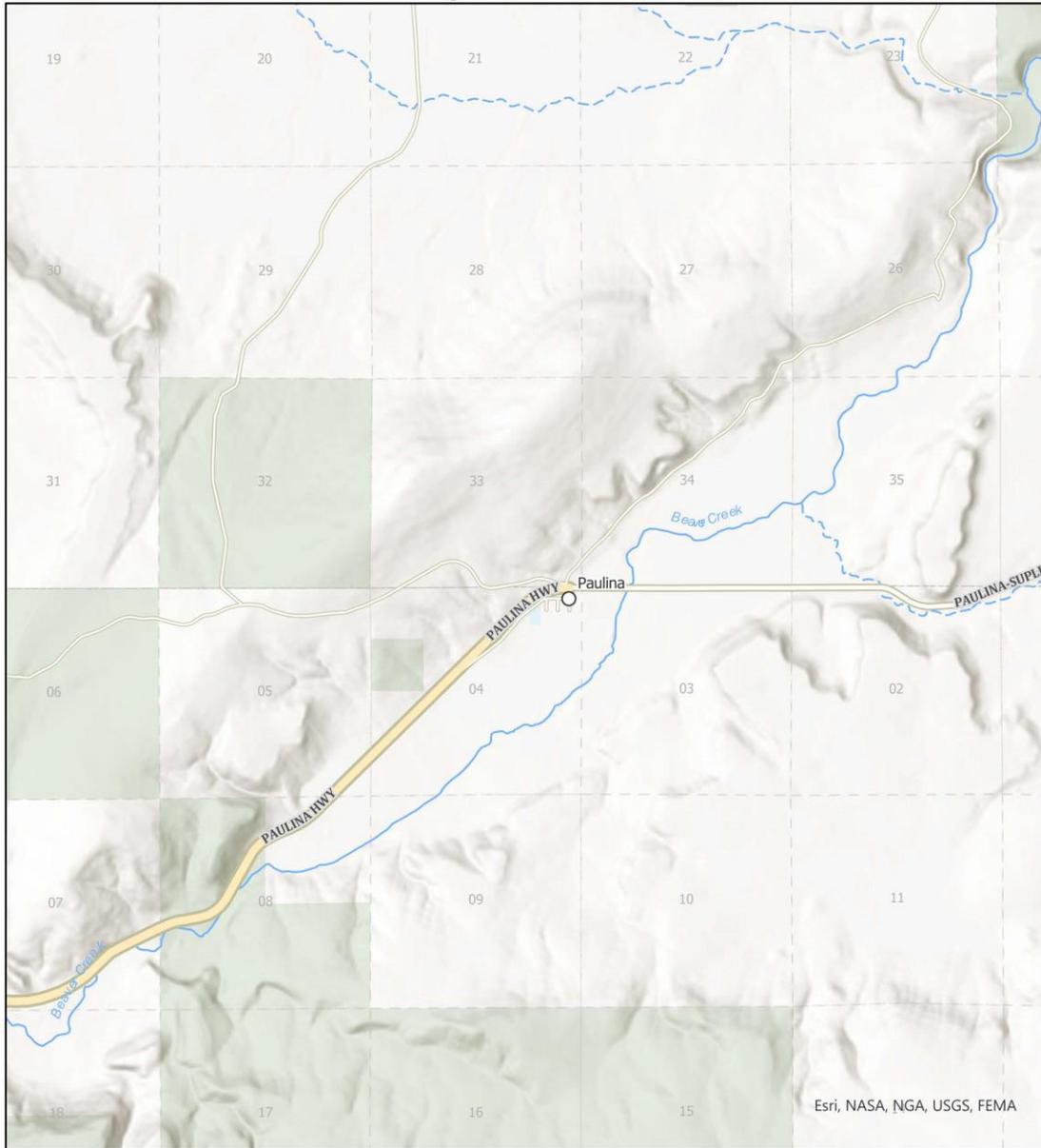
Prineville | Overview Map



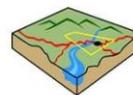
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Paulina | Overview Map

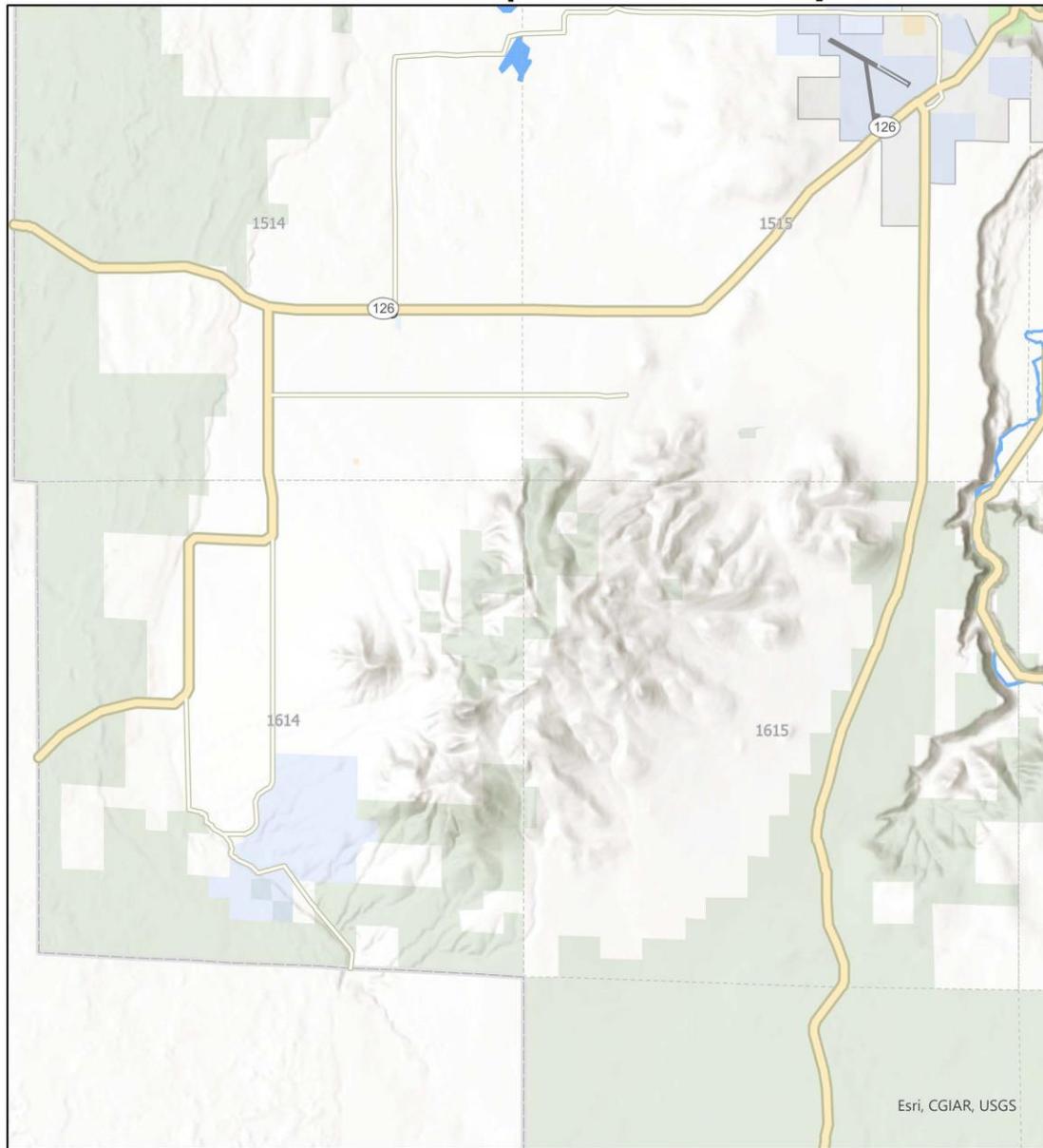


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Powell Butte | Overview Map

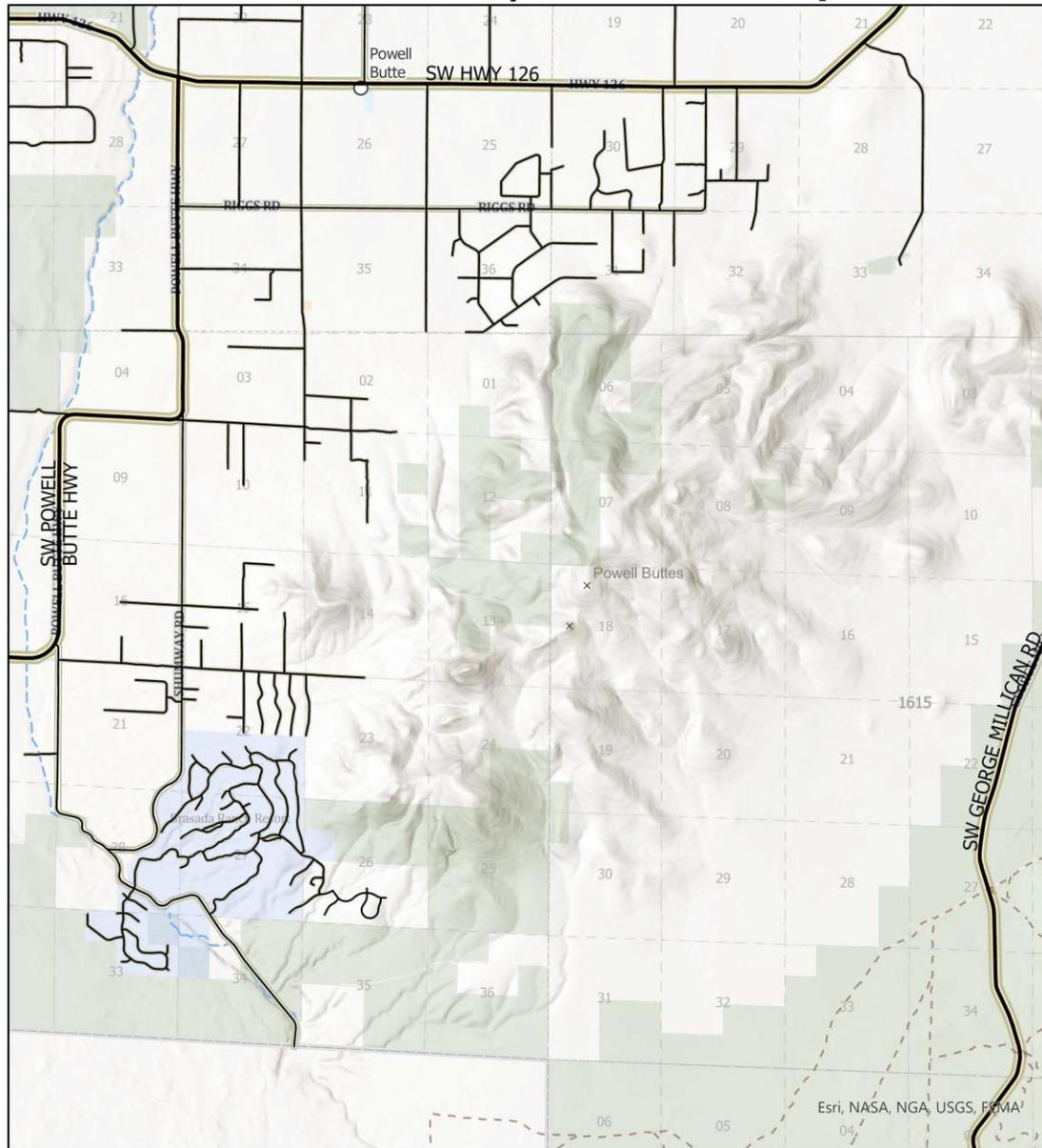


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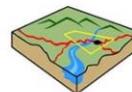


Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

Powell Butte | Overview Map

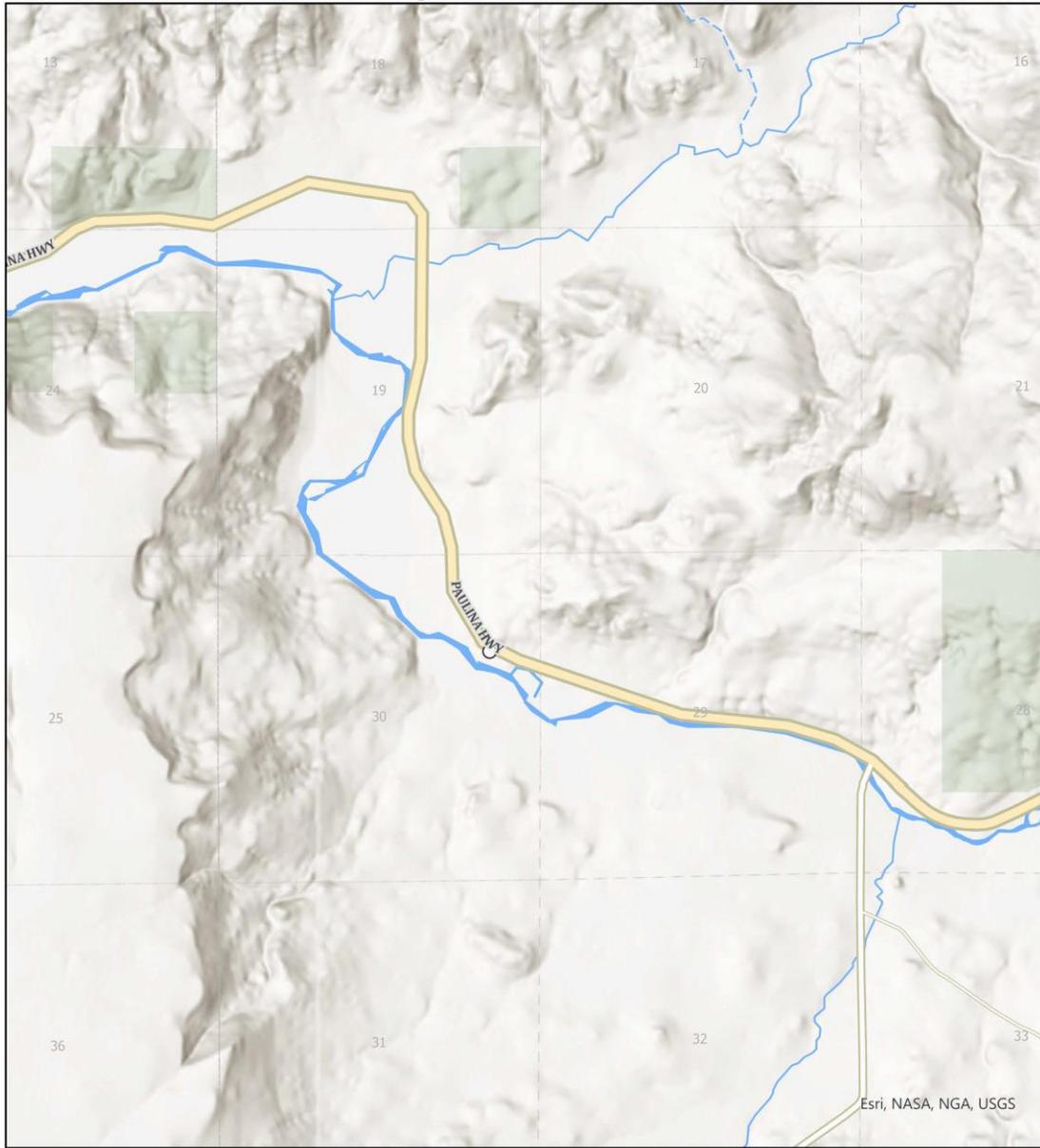


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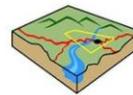


Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

Post | Overview Map

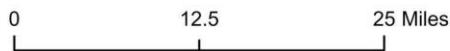
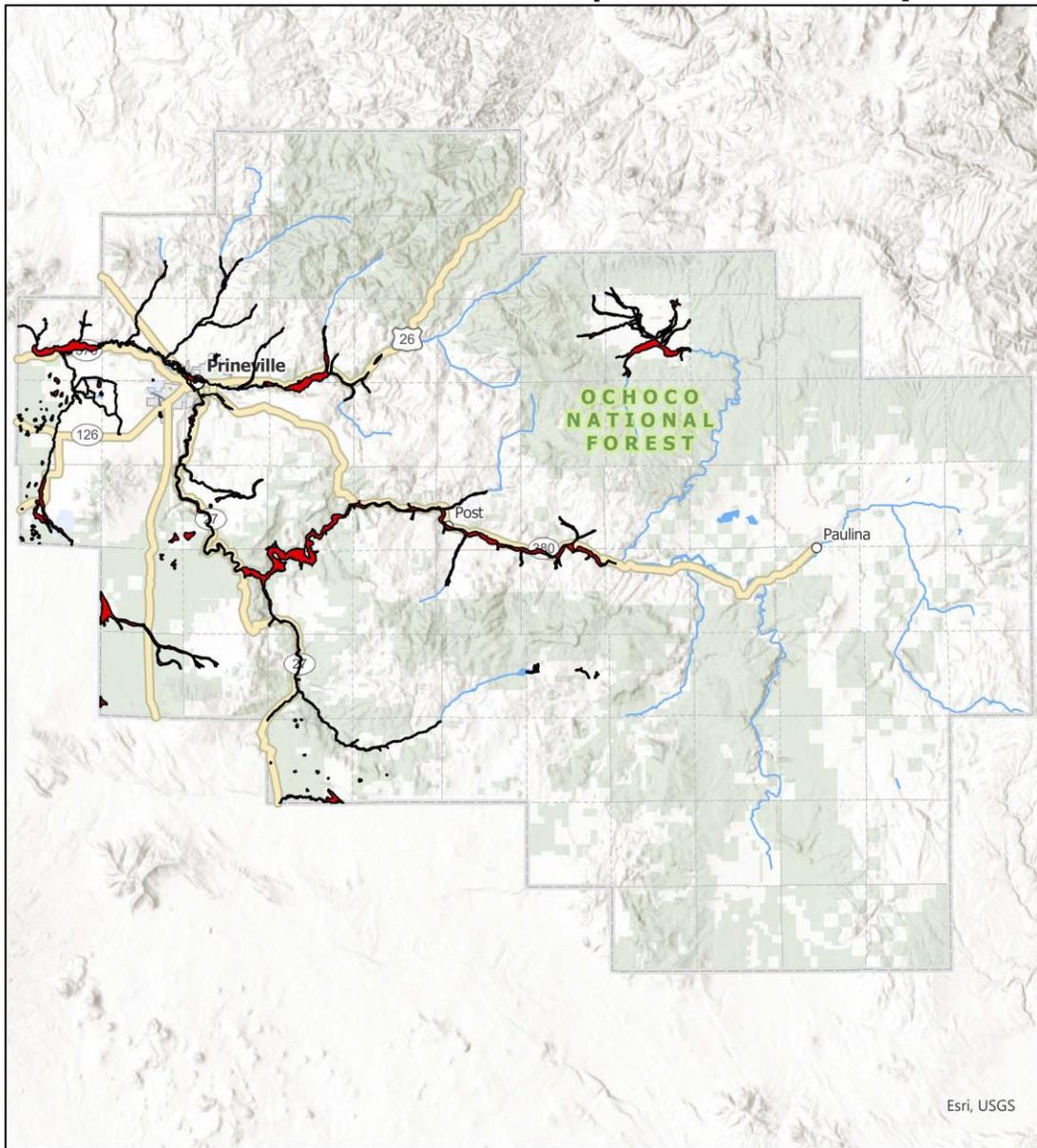


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Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

100-Year Flood Plain | Overview Map

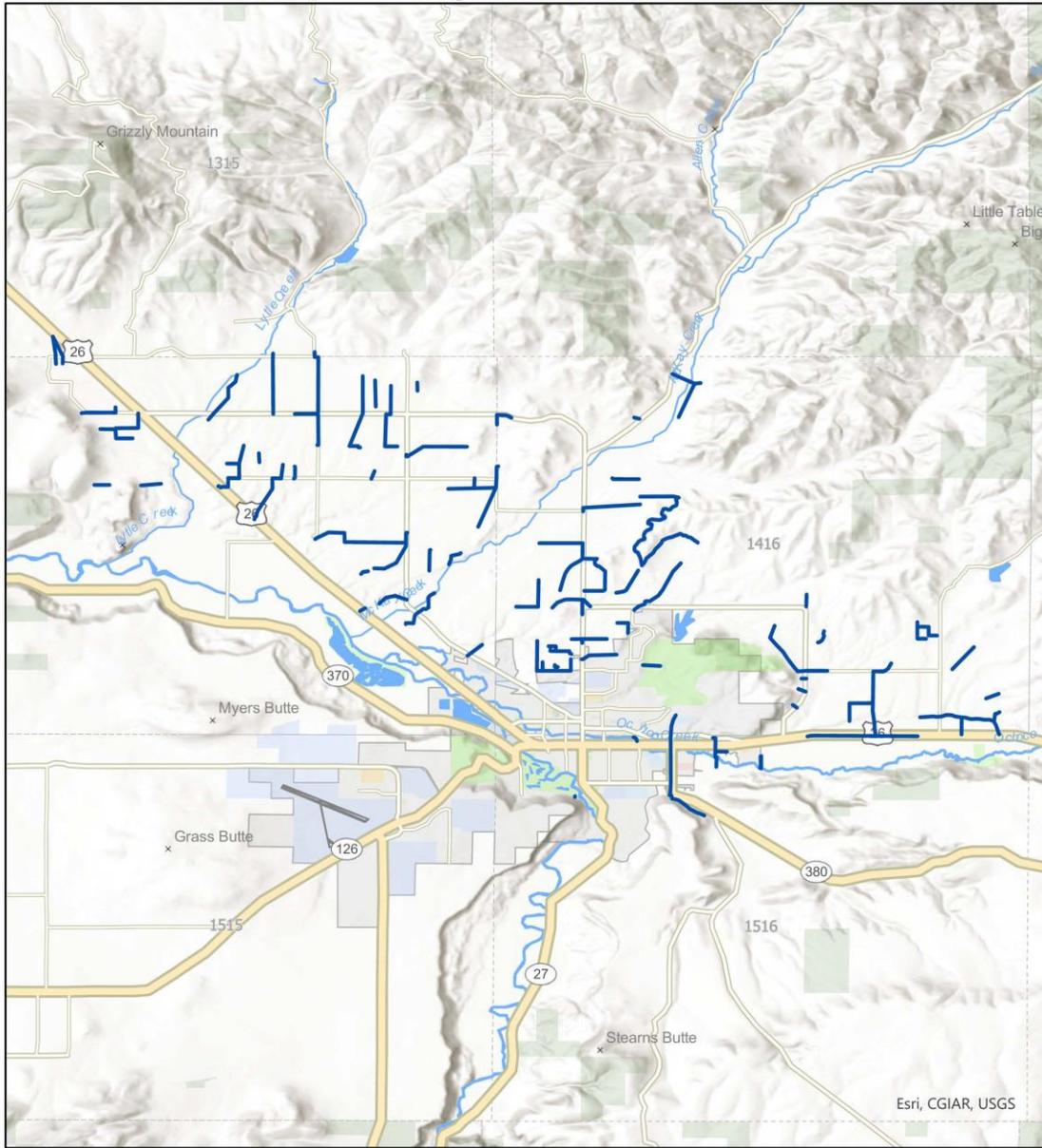


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Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

Pipeline | Overview Map



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Crook County GIS
GEOGRAPHIC INFORMATION SYSTEMS

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ANNEX F

References

Federal

- Public Law 93-234, as amended, Flood Disaster Protection Act of 1973.
- Public Law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
- The Code of Federal Regulations, Title 44, Part 206.
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985.
- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2009.
- National Response Framework, 2008.
- National Incident Management System, 2008.

State

- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005.
- Oregon Revised Statutes (ORS) 401.305 through 401.335.
- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2010.

County

- Refer to Crook County BOC Order 2003-66

Other

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

ANNEX G

Acronyms and Glossary

Acronyms

AOC	Agency Operations Center
ARC	American Red Cross
ARES	Amateur Radio Emergency Services
ARNAG	Army National Guard
BLM	United States Bureau of Land Management
BOC	Board of Commissioners
BOR	Bureau of Reclamation
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CCEM	Crook County Emergency Management
CCFR	Crook County Fire and Rescue
CCSO	Crook County Sheriff's Office
CEMP	Comprehensive Emergency Management Plan
COCAAN	Central Oregon Community Action Agency Network
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
COIDC	Central Oregon Interagency Dispatch Center
COOP	Continuity of Operations Plan
County	Harney County
DEQ	Oregon Department of Environmental Quality
DHS	Department of Homeland Security
ECC	Oregon Emergency Coordination Center
EMP	State of Oregon Emergency Management Plan
EMR	Emergency Management Region
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EM	Emergency Management
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EPA	United States Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HAZMAT	Hazardous Materials
HIVA	Hazard Identification and Vulnerability Assessment
HSPD	Homeland Security Presidential Directive
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
MOC	Medical Operations Center

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

Glossary of Key Terms

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 Management Coordinator: An official appointed by the Emergency Management Director to implement tasks, functions and programs identified within the EOP.

Emergency Management Director: The Crook County Sheriff.

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.ilis.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 <http://www.fema.gov/emergency/nims/rm/rt.shtm> .

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 areas, 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 ortho photo 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 the 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.

ANNEX H

Emergency Support Functions

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**Copies of these Annexes are kept in the EOC*

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ANNEX I

Incident Annexes

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**Copies of these Annexes are kept in the EOC*

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ANNEX J

Support Annexes

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