

**State of Oregon**  
**EMERGENCY MANAGEMENT PLAN**



**VOLUME III:**  
**EMERGENCY OPERATIONS PLAN**

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**Publication Date: July 2010**

**Latest Revision Date: November 2015**



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Salem, Oregon 97301  
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## State of Oregon Comprehensive Emergency Management Plan Overview

The Oregon Office of Emergency Management (OEM) is responsible for preparing and updating a statewide emergency management plan. This comprehensive plan consists of a set of strategic and operational documents that define principles and priorities, assign roles and responsibilities, and direct action in all phases of emergency management.

- **OEM Strategic Plan.** The OEM Strategic Plan defines the vision, mission, and core values of OEM. The Strategic Plan defines goals and objectives based on identified strategic issues. The Strategic Plan emphasizes the primary importance of protecting lives, property and the environment; providing excellent customer service; providing resources for the job to get done; and engaging partners in a collaborative approach.
- **Operational Plans.** The State of Oregon CEMP operational plans are divided into four volumes. Each volume addresses a specific phase of emergency management.

**Volume I – Natural Hazard Mitigation Plan (NHMP).** The NHMP identifies natural hazards and vulnerabilities in Oregon, proposes a strategy to mitigate risk, and address recurring disasters and repetitive loss.

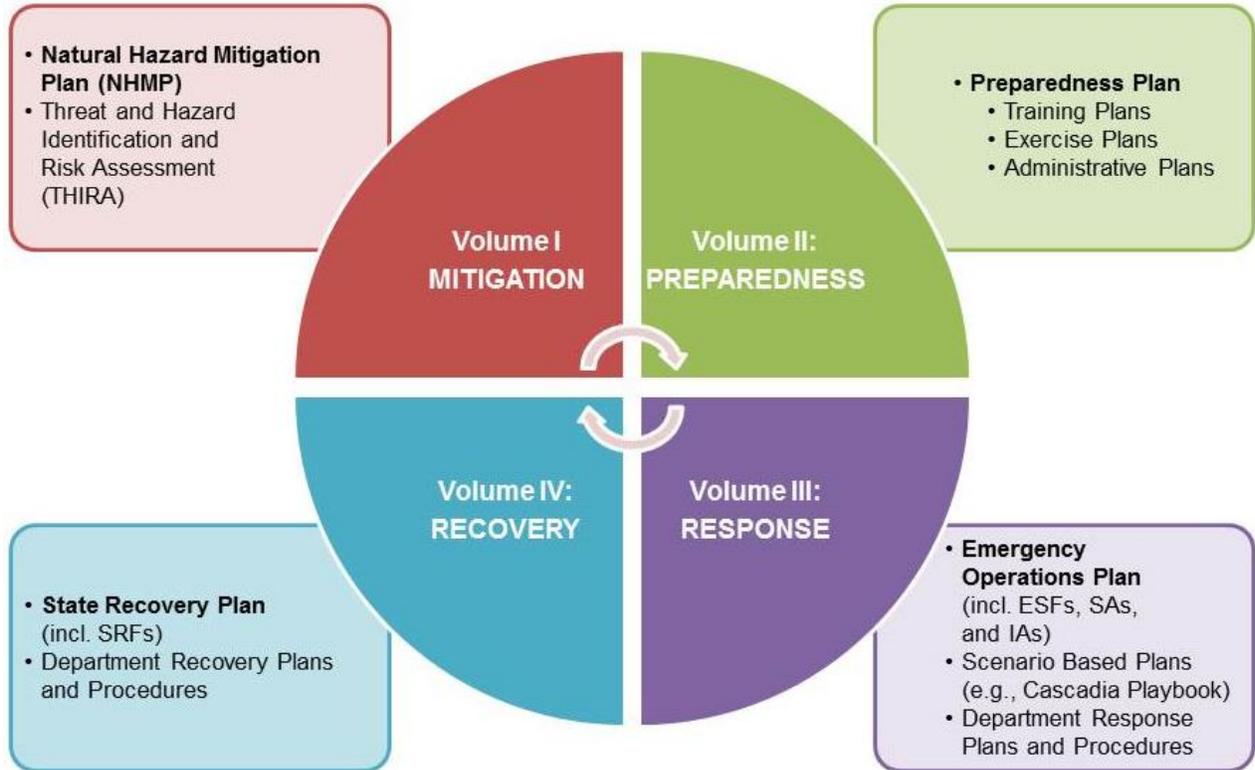
**Volume II – Preparedness Plan.** This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization and equipment, training, exercise, and evaluation and improvement.

**Volume III –Emergency Operations Plan (EOP).** The EOP describes the organization used by the State to respond to emergencies and disasters. It describes common incident management and response functions applicable in all-hazards response.

**Volume IV – Recovery Plan.** The Recovery Plan describes the organization used by the State to assist communities recovering from disasters. It is primarily targeted at large- and catastrophic-scale disasters but can be applied in any recovery situation.

**Support Plans.** OEM and partner agencies have developed operational, tactical and scenario-based documents to address specific hazards, functional areas of assistance, or appropriate procedures in preparing for, responding to and recovering from disasters. Examples include EOP and Recovery Plan annexes, as well as independent documents such as the Cascadia Playbook and the Oregon Disaster Housing Strategy.

**Figure 0-1**      **Comprehensive Emergency Management Plan**



## Letter of Adoption

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

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

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

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

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



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Kenneth Murphy, Director  
Oregon Emergency Management

Date: June 22, 2010

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## Executive Signatory Page

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

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

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

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

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

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

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

Date: 9/21/10

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# Plan Administration

Each State department/agency is expected to develop and maintain policies and procedures (e.g., department/agency emergency plans, standard operating procedures, Continuity of Operations Plans/Business Continuity Plans) in support of the State of Oregon Emergency Operations Plan.

In addition, assigned State departments/agencies are responsible for updating and maintaining their annex to the State EOP and portions of the Basic Plan, as appropriate, including new Presidential Directives, legislative changes, and procedural changes based on lessons learned from exercises and actual events. No proposed change should contradict or override authorities or other plans contained in a statute, Executive order, or regulation that governs the basic requirements of the State EOP.

OEM is responsible for coordinating and approving all proposed modifications to the State EOP with the assistance of primary and support agencies and other stakeholders as required. Once published, the modifications are considered part of the State EOP for operational purposes. Copies of revisions are then distributed as appropriate and required.

## Record of Plan Changes

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

Date	Change No.	Summary of Changes
09/2011	2011-1	Added Nuclear/Radiological event Incident Annex (IA10)
09/2011	2011-2	Basic plan update - Oregon Health Authority agency name change
09/2011	2011-3	Added radiological response information guidelines to ESFs 10 & 12
09/2011	2011-4	Changed ESF-7 name to "Resource Support", added Department of Corrections as a supporting agency, added information on Department of Forestry and moved Oregon Military Department to support role with information on activation of National Guard assets.
09/2011	2011-5	Added Appendix 9.1 "Identified County C-POD Locations" to SA I – Mass Commodities.
09/2011	2011-6	ESF 13-1 – Moved DAS to supporting agency column

## Plan Administration

Date	Change No.	Summary of Changes
01/2013	2013-1	General corrections, formatting, and inclusion of Cascadia Subduction Zone response plan information. Removal and archiving of Chemical Stockpile Emergency Preparedness Program incident annex.
04/2013	2013-2	Updated information on IA-8, Terrorism incident annex.
8/5/2013	2013-3	Added Incident Annex 10, Cyber Security
11/7/2013	2013-4	Updated PUC information in ESF 2 and 12
1/15/2014	2014-1	Added ODOT and DOC as support agencies in ESF-8 and changed table in ESF-0 to reflect change.
2/21/2014	2014-2	Corrected ESF-2 and ESF-12 information at the request of Oregon Public Utilities Commission
3/17/2014	2014-3	Changed name of "Washington Nuclear Power Plant #2" to Columbia Generating Station (page 5-2)
2/23/2016	2015-1	Updated Basic Plan including adapting 18 ESF structure.
2/23/2016	2015-2	Revised plan body for staff and organizational changes

**Plan Distribution List**

State of Oregon agencies will be provided information on where to access this EOP including:

- Governor's Office
- Department of Administrative Services
- Oregon Department of Agriculture
- Department of Aviation
- Oregon Business Development Department
- Department of Consumer and Business Services
- Department of Corrections
- Department of Environmental Quality
- Department of Fish and Wildlife
- Department of Forestry
- Department of Geology and Mineral Industries
- Department of Human Services
- Department of Justice
- Department of Land Conservation and Development
- Department of State Lands
- Department of State Police
- Dept. of Transportation
- ODOT Office of Maintenance
- Office of State Fire Marshal
- Office of State Medical Examiner
- OHSU – Oregon Poison Center
- Oregon Dept. of Education
- Oregon Office of Emergency Management
- Oregon Health Authority
- Oregon Military Department
- Oregon Office of Energy
- Oregon State Library
- Parks and Recreation Department
- Public Utility Commission
- Water Resources Department

In addition, local and tribal agencies listed on the following document will be provided information on where to access this EOP:

[http://www.oregon.gov/OMD/OEM/docs/plan\\_train/locals\\_list.pdf](http://www.oregon.gov/OMD/OEM/docs/plan_train/locals_list.pdf)

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IA 8	Terrorism

IA 9 Nuclear/Radiological

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# Basic Plan

# 1

## Introduction

### 1.1 Summary

This plan, the *State of Oregon Emergency Operations Plan (EOP)*, is the third volume of a framework that protects the people, natural, and cultural resources of Oregon: the State Comprehensive Emergency Management Plan (CEMP). The EOP coordinates emergency operations planning across levels of government including state, tribal, local, and federal, in order to provide a more effective response to emergency events. This coordination also engages non-governmental organizations and private-sector businesses that provide vital services before, during, and after an event.

An important part of the context for the EOP is the tenet that disasters are managed at the smallest jurisdictional level possible for effective response. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. In most cases, state government response is brought to bear after one or more local governments have exhausted their own resources and are requesting assistance. Since it is not always clear at the outset which incidents will grow to require this assistance, however, the EOP is an all-hazards plan that promotes scalable, flexible, and adaptable responses that complement initial response efforts.

This plan accomplishes that not only through the basic plan, but also through several kinds of annexes. Support annexes address broad areas of coordination across many phases of emergency management, emergency support function annexes define the execution in specific areas of action during response, and incident annexes provide relevant details for specific hazards.

In addition, there are a wide variety of situations that, while severe, do not require emergency action of the nature of this plan: the specific natures of these situations, as well as state agency response actions, are explained in more detail in various incident annexes and Emergency Support Function annexes. Crucially, however, this EOP is intended primarily to coordinate emergency management during an event that ‘causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss.’ (ORS 401.025)

## 1.2 Authority and Guidance

This EOP is developed under the authority of Oregon Revised Statutes Chapter 401, which assigns responsibility to the Governor for the emergency services system within the State of Oregon (ORS 401.035). The Governor has delegated the responsibility for coordination of the state's emergency program, including coordination of response activities, to the Oregon Military Department, Office of Emergency Management (OEM) (ORS 401.052).

This EOP has also been designed to be consistent with federal guidance including the National Incident Management System (NIMS), the National Response Framework (NRF), and the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act). Additional items of relevant federal guidance are also listed, though none have direct legal authority.

### Legal Authorities (Oregon Revised Statutes 2013 edition)

- ORS 401 Emergency Management and Services
- ORS 402 Emergency Mutual Assistance Agreements

### Relevant Federal Guidance

- Homeland Security Presidential Directive (HSPD) 5: Management of Domestic Incidents, 2003
- Presidential Policy Directive (PPD) 8: National Preparedness, 2008
- Public Law 93-288: Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act), amended 2013
- Public Law 109-295: Post-Katrina Emergency Management Reform Act (PKEMRA), 2007
- FEMA Community Preparedness Guide (CPG) 101, 2010 edition
- US Department of Homeland Security National Incident Management System (NIMS), 2008
- USDHS National Preparedness Goal (NPG), 2011
- USDHS National Response Framework (NRF), 2008

### 1.3 Purpose and Scope

#### 1.3.1 Purpose

This plan, the *State of Oregon Emergency Operations Plan (EOP)*, defines operational structures to perform the following functions:

- Coordinate emergency management plans at the federal, state, tribal, and local government levels.
- Activation of the State’s Emergency Coordination Center (ECC) and associated functions.
- Effectively utilize government (federal, state, tribal, and local), non-governmental organizations, and private sector resources through all phases of emergency management.
- Enabling immediate and long-term recovery activities that address consequences in the impacted areas.

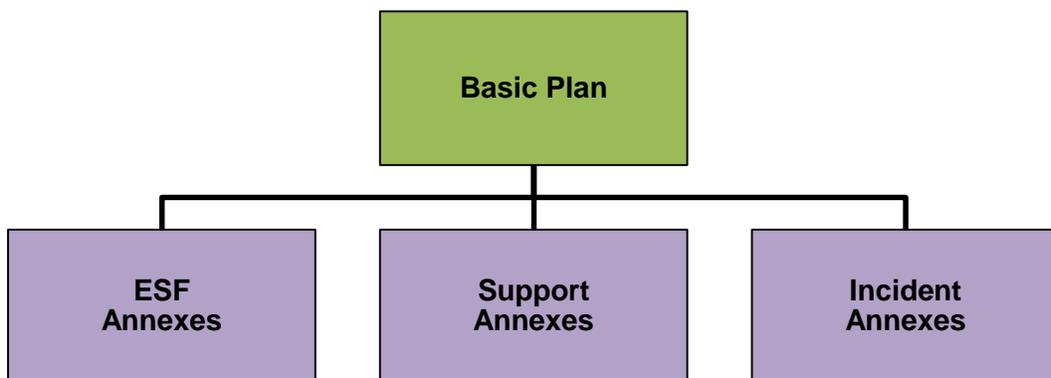
These functions will be accomplished through a basic plan, support annexes, emergency support function (ESF) annexes, and incident annexes, each of which is detailed later in this document.

#### 1.3.2 Scope

This plan addresses a response coordinated among federal, state, local, and tribal government in responding to emergency events that cause or threaten widespread loss of life, injury to person or property, human suffering or financial loss to the people, environment, and culture of Oregon.

### 1.4 Plan Organization

Figure 1-1 State of Oregon Emergency Operations Plan Organization



### 1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the State's emergency management structure. Specifically, the Basic Plan consists of the following chapters:

- **Introduction** – Identifies the authority, purpose, scope, and guiding principles for the plan; describes the plan's organizational structure; and explains the plan's relationship to other planning efforts.
- **Situation and Planning Assumptions** – Describes the scenarios that the plan is designed to address; describes the recovery continuum; identifies special considerations for recovery in Oregon.
- **Roles and Responsibilities** – Describes the roles and responsibilities for elected officials, State agencies, and key response partners.
- **Concept of Operations** – Describes how the State will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- **Emergency Coordination** – Describes the State's emergency response structure, including information regarding the ECC.

### 1.4.2 Emergency Support Function Annexes

The Emergency Support Functions (ESFs) focus on critical capabilities and resources provided by emergency response agencies across many phases of an emergency. Each ESF has its own statements of Purpose and Scope, as well as additional detail on roles and responsibilities surrounding that activity.

Those elements in the ESFs are developed and conducted by one or two lead agencies and several supporting agencies. In many cases, the capabilities of the lead agency do not correspond perfectly to the purpose and scope of the ESF, but the addition of supporting agencies provides the necessary breadth of resources and mandates to conduct the required activity.

Furthermore, in many cases the state government role in emergency management is that of supporting and coordinating local and tribal governments in direct operations. Whether those local and tribal emergency management programs themselves have emergency support functions is immaterial—state agencies organized in this way can deliver support as needed, or identify external (from other states or from federal agencies) resources as needed.

### **1.4.3 Support Annexes**

Support Annexes describe functions that do not fit within the scope of ESFs and identify how State agencies, private sector, volunteer organizations, and nongovernmental organizations coordinate to execute a common support function required during an incident. The actions described in the SAs are not limited to particular types of events, but are overarching in nature and applicable to nearly every type of incident.

### **1.4.4 Incident Annexes**

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the Threat and Hazard Identification and Risk Assessment.

# 2

## Situation and Planning Assumptions

### 2.1 Planning Assumptions

These are specific tenets identified during the course of preparing this plan, but they are not an exhaustive list of initial conditions.

- Hazards are a continual part of our landscape, both natural and human-caused: events such as winter storms, wildland fires, and even landslides occur regularly, but often across longer time scales than we can observe. An once-in-a-lifetime event for us may be a regular occurrence in the geography of Oregon.
- Resources from within Oregon may be unable to satisfy all emergency resource requests during an emergency event. Resources may be requested from other states or from federal agencies to address those requests, but those out-of-state resources may take several days to arrive.
- During a response to any emergency event by the state of Oregon, at least one other state-level event will be occurring simultaneously in the Pacific Northwest region, placing additional constraints on resources, transportation routes, and decision-making attention.
- Inclusive planning that addresses the needs of the whole community increases the efficacy of response by improving both resource allocation and self-sufficiency.
- Communities, businesses, and government agencies will attempt to use internal resources to care for members of their own groups following an emergency event.

## 2. Situation and Assumptions

### 2.2 Situation

Geographically, Oregon extends from the Pacific Coast across river valleys and the Cascade Range to high desert and rugged eastern mountains. Four million people from thirty six counties and nine federally recognized tribes live, work, and play in this dynamic environment across nearly a hundred thousand square miles.

Variations in landscapes produce corresponding vulnerabilities to hazards: tsunamis are confined to coastal areas, whereas others occur statewide but with varying effects. Floods in rangeland take a very different form and produce very different effects than they do in coastal streams; fires in Coast Range timber burn dramatically differently than those in the central Oregon high desert; winter weather in the Columbia Gorge can be much more severe than in the Willamette Valley metropolitan areas.

Disasters occur as a predictable interaction among three broad systems: natural systems (e.g., watersheds and continental plates), the built environment (e.g., cities and roads), and social systems (community organization infrastructure that includes demographics, business climate, service provision, etc.). What is not predictable is exactly when natural hazards will occur or the extent to which they will affect communities within the state.

Several documents provide complementary analyses of hazards and risks for the state of Oregon. All of this information is used to develop Incident Annexes for the EOP, which in turn provide detailed operational roles, responsibilities, and actions relevant to the individual hazards beyond the Basic Plan.

The Threat and Hazard Identification and Risk Analysis (THIRA) process includes both natural and human-caused hazards in a scenario- and capability-driven format, with the resulting State Preparedness Report aggregating input from local and tribal emergency managers. These documents are available from the main OEM website. ([www.oregon.gov/OMD/OEM/](http://www.oregon.gov/OMD/OEM/))

The Hazard Vulnerability Analysis (HVA) provided by OEM for use in local and tribal emergency management plans provides a simple numerical calculation that permits comparative ranking of hazards for those jurisdictions. The summary of these comparative rankings is provided in the Natural Hazard Mitigation Plan, but a description of the methodology can be found on the OEM website.

([www.oregon.gov/OMD/OEM/docs/library/oem\\_hazard\\_analysis\\_methodology\\_5\\_08.pdf](http://www.oregon.gov/OMD/OEM/docs/library/oem_hazard_analysis_methodology_5_08.pdf))

The Risk Assessment in the state Natural Hazard Mitigation Plan (NHMP) uses highly detailed research by subject matter experts to produce in-depth analysis

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## 2. Situation and Assumptions

for hazards and vulnerabilities region-by-region across the state. The lead agency for the NHMP is the Department of Land, Conservation, and Development, and the plan is hosted on their website.

([www.oregon.gov/LCD/HAZ/pages/NHMP.aspx](http://www.oregon.gov/LCD/HAZ/pages/NHMP.aspx))

Since all of these documents—including this EOP—have disparate schedules for review and updates, information may change gradually and some inconsistencies may appear from time to time.

More specific information on government, population, economics, and related topics may therefore be obtained from some of the sources below:

Oregon Secretary of State's Office, *Oregon Blue Book*:

<http://bluebook.state.or.us/default.htm>

Portland State University Population Research Center:

<http://www.pdx.edu/prc/annual-population-estimates>

Oregon Employment Department Workforce & Economic Research division:

<https://www.qualityinfo.org/>

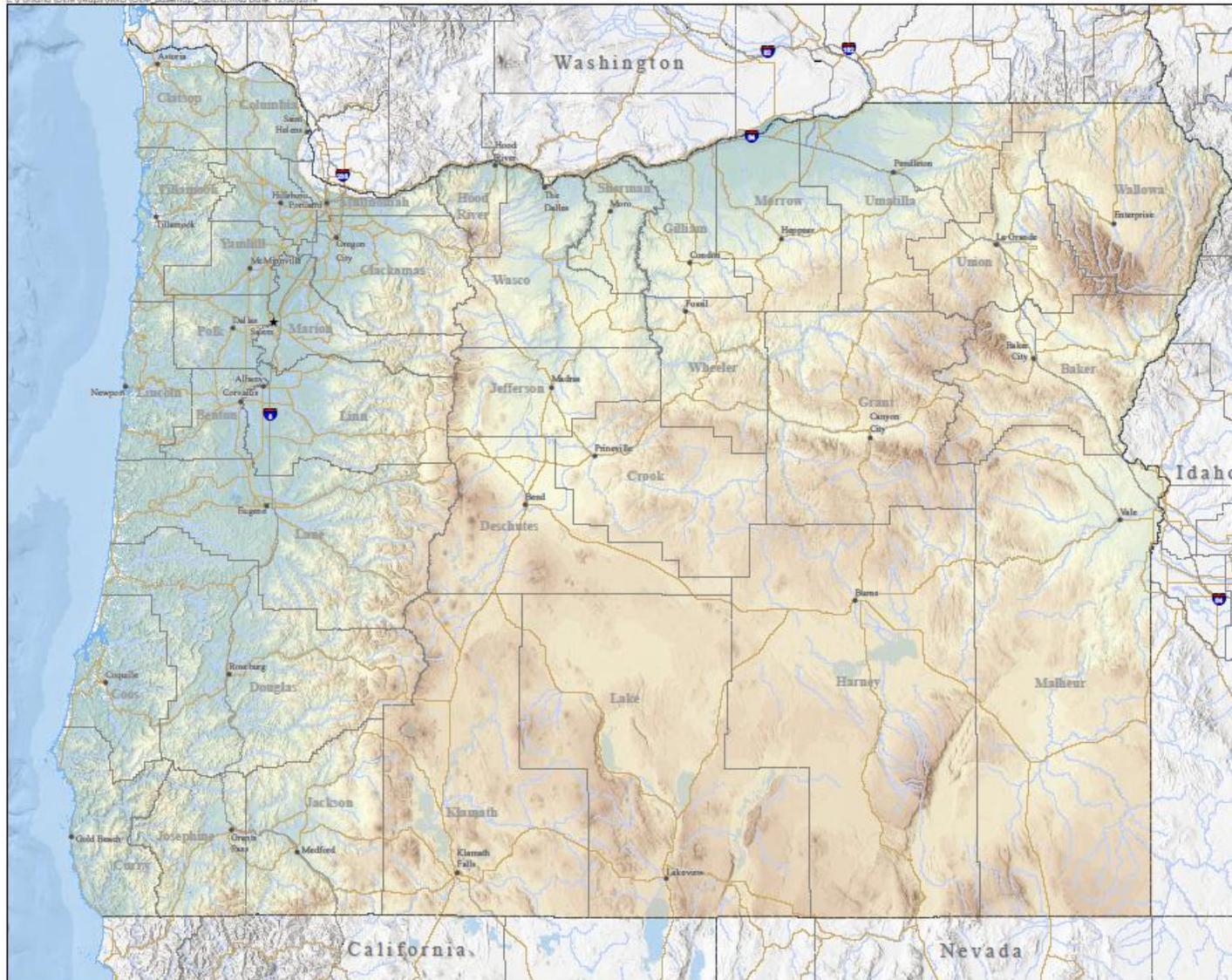
A map on the following page (Figure 2-1) provides an orientation to the geography and jurisdictions of Oregon.

For additional response-specific information, OEM maintains the Realtime Assessment and Planning Tool for Oregon (RAPTOR) which provides geographical information systems data services such as TripCheck from the Oregon Department of Transportation, forecasts from the National Weather Service, and hazardous materials surveys from the Oregon Department of Environmental Quality integrated with a variety of base maps. Local and tribal emergency managers are able to both review this information and populate items pertaining to the response in their jurisdiction.

[http://www.oregon.gov/OMD/OEM/Pages/plans\\_train/RAPTOR.aspx](http://www.oregon.gov/OMD/OEM/Pages/plans_train/RAPTOR.aspx)

2. Situation and Assumptions

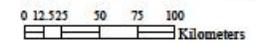
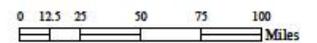
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**Oregon Office of  
Emergency Management**



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Sources: Esri, DeLorme, GEBCO, NOAA NGDC, and other contributors

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2. Situation and Assumptions

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# 3

## Roles and Responsibilities

### 3.1 Overview

Generally, emergencies are managed at the smallest jurisdictional level possible for effective response. Therefore, in most cases, the state’s role is to coordinate support for local partners, including sending some requests to other states or to federal agencies.

This coordinating role will be fulfilled through the State Emergency Coordination Center (ECC). Chapter 5 has additional information regarding the organization of the ECC, but general outlines of roles and responsibilities for emergency management by the state of Oregon are found in this chapter.

Emergency management structure begins with Oregon Revised Statutes section 401.035, which establishes the Governor as responsible for the emergency services system in the State of Oregon.

### 3.2 Legislative Assembly

The Legislative Assembly, composed of the House of Representative and the Senate, approves the allocation of state resources and defines in law the authorities of all state agencies in accordance with the Oregon Constitution.

The Legislative Assembly is responsible for ensuring that the state’s laws and funding appropriations enable the Executive Branch to meet the needs of its citizens. In a recovery situation, the Legislative Assembly may be asked to specifically authorize and/or redirect state funds to support response efforts, or may initiate such action at its own behest.

### 3.3 Governor’s Office and Executive Branch

As the state’s chief executive, the Governor directs the state’s response to an emergency. The Governor has the authority to shift state resources to respond effectively, as allowed under state law. The Governor’s Office is responsible for:

- Providing strategic guidance for state resources to prevent, mitigate, prepare for, respond to and recover from incidents of all types.

### 3. Roles and Responsibilities

- Making, amending or suspending certain orders or regulations associated with response through executive orders in accordance with state law.
- Commanding the State's National Guard personnel not in federal service.
- Requesting federal assistance including, if appropriate, a Presidential declaration under the Stafford Act, when it becomes clear that state capabilities will be insufficient.
- Coordinating with impacted tribal governments within the State and initiating requests for a Presidential declaration under the Stafford Act on behalf of impacted tribes when requested.

#### 3.3.1 State Emergency Management Agency

During an event, OEM's mission is to execute the responsibility of the Governor to establish, maintain, and implement an emergency services system in the state of Oregon. This requires that OEM coordinate with local jurisdictions to develop and maintain city and county emergency operations plans, and with tribal governments to support emergency management planning.

This EOP is a critical element of that system.

#### 3.3.2 Oregon Emergency Response System Council

The Oregon Emergency Response System (OERS) Council is composed of twenty-two member agencies, and chaired by OEM. The Oregon Emergency Response System that the council interacts with refers to an administrative unit of Oregon State Police that functions as the 24-hour warning point for Oregon; more information about OERS itself can be found under Oregon State Police, below. Representatives from the agencies on OERS Council fill many of the staff positions in the ECC and execute the decisions and response priorities made there.

The OERS Council is structured by the following ORS and guidance frameworks:

- 401.052 establishes OEM as the responsible party for emergency prevention, preparation, response, and recovery.
- 401.054 requires key state agencies to establish a liaison with OEM.
- 401.168 establishes Governor's authority over all executive agencies of state government during a state of emergency, as well as authority to suspend provisions of any order or rule of any state agency.

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### 3. Roles and Responsibilities

#### 3.3.3 State Agency Directors

All directors of state agencies are responsible for contributing their agencies' resources to state response efforts as requested by the State ECC, within the limits of their legal authorities and available resources. Generally, this includes establishing an agency operations center (AOC) during response, and sending at least one representative to the State ECC during activation.

#### 3.3.4 Emergency Support Functions

Emergency Support Functions (ESFs) are the organizing principle behind the state's coordination of its response efforts and support to local and tribal partners.

Each ESF includes Primary and Supporting Agencies, designated as such due to the frequency and degree of involvement in the function's scope of operations. More information on the composition and function of ESFs can also be found in Chapter 5—Emergency Coordination.

*See Figure 3-1 for a list of all State ESFs including a description of the function's scope, and identification of primary, supporting, and adjunct agencies.*

3. Roles and Responsibilities

Figure 3-1, ESFs and Corresponding Agencies

Oregon ESF Agency List Effective Date: 2015-11-17	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Transportation	Communications	Public Works	Firefighting	Information and Planning*	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information**	Volunteers and Donations	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Administrative Services (DAS)	■	■	■			■	■	■			■	■		■	■	■		
Agriculture (ODA)						■		■			■			■			■	
Aviation (AERO)	■								■									■
Business Development Dept (OBDD)		■	■															
Consumer and Business Services (DCBS)			■					■		■					■			■
Corrections (DOC)	■										■					■		
Education (ODE)										■								
Emergency Management (OEM)		■			■				■				■	■	■		■	■
Employment Department (OED)																		■
Energy (ODOE)	■									■		■		■				
Environmental Quality (DEQ)			■							■	■			■			■	
Fish and Wildlife (ODFW)								■		■	■						■	
Forestry (ODF)	■	■		■			■			■	■			■			■	
Geology and Mineral Industry (DOGAMI)			■															
Health Authority (OHA)						■		■		■	■	■		■			■	
Housing and Community Services (OHCS)						■				■	■							
Human Services (DHS)						■		■		■	■	■		■				
Judicial Department (OJD)																■		
Justice (DOJ)																■		
Land Conservation & Development (DLCD)																		■
Military Department (OMD)	■	■	■	■		■	■	■	■		■	■	■	■	■	■		
Pub Safety Standards & Training (DPSST)																■		
Public Utility Commission (OPUC)		■										■		■				
Secretary of State (SecState)																		■
State Lands (DSL)	■	■	■							■							■	
State Police (OSP)	■	■								■				■			■	
State Fire Marshal		■		■					■	■				■		■	■	
Transportation (ODOT)	■	■	■				■		■	■		■		■	■			
Travel Oregon																		■
Water Resources Department (WRD)			■								■							
American Red Cross						■		■	■		■				■			
ARES/RACES		■																
Civil Air Patrol	■	■					■		■									
Oregon Food Bank						■					■							
ORVOAD						■									■			
ORWARN			■															

\*-Numerous agencies contribute to ESF 5-Information & Planning, but OEM sets the structure of the ESF.

\*\*-Similar to ESF 5, numerous agencies contribute to ESF 14 on an adjunct basis, but are not listed here.

### **3.4 Individual State Agency Roles and Responsibilities**

#### **3.4.1 Administrative Services, Oregon Department of (DAS)**

The Department of Administrative Services (DAS) is the central administrative agency of Oregon state government. As part of this effort, DAS works with private enterprise, citizens, and other government entities to develop an efficient service delivery system.

DAS incorporates numerous functions that might be utilized in the course of emergency management, including:

- providing centralized contracting and emergency procurement services
- providing network services to state agencies, including managing the state data center
- providing real estate services such as facilities lease management and negotiation
- coordinating Geographic Information Systems (GIS) data

Many of these are implemented by different divisions within the agency, but all initial requests will be made through a single point of contact via the state ECC.

#### **3.4.2 Agriculture, Oregon Department of (ODA)**

During an emergency, the Department of Agriculture advises the Governor on matters pertaining to the safety and conservation of agricultural resources. The response of the Oregon Department of Agriculture is 1) to ensure food safety, animal health, and provide consumer protection; 2) to protect the natural resource base for present and future generations of farmers and ranchers, and 3) to protect economic development and expand market opportunities for Oregon agricultural products. ODA coordinates with the State Public Health Officer and works closely with the Oregon Health Authority. Some responsibilities throughout the EOP include:

- The Animal Health and Identification Division provides veterinary services to control and eradicate animal diseases, especially those transmissible to humans, livestock, and birds.
- The Food Safety Division's team inspects and regulates all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption.

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- Laboratory facilities provides analysis for food and dairy samples, animal diseases, animal feeds, shellfish, fertilizer, water, plant pest and disease, pesticides, and market assurance analysis. Analyses are also provided for the Food Emergency Response Network (FERN) and the National Animal Health Laboratory Network (NAHLN).
- The Natural Resources Division's response mission is to conserve and protect natural resources on public and private lands.

### 3.4.3 Aviation, Oregon Department of (AERO)

The Oregon Department of Aviation supports Oregon communities by preserving and enhancing aviation resources. Key responsibilities for the Oregon Department of Aviation include:

- Provide staff members and equipment to assist in emergency airport repairs.
- Facilitate the acquisition of aviation assets in an emergency to support state requirements.

### 3.4.4 Business Development Department, Oregon (OBDD)

Also known as Business Oregon, OBDD is the state's economic development agency. Key responsibilities for Business Oregon include:

- Facilitate a community-driven approach to economic recovery through the Regional Solutions program.
- Coordinate business impact and damage assessment.
- Coordinate resources for small business recovery assistance.
- Identify and help coordinate assignment of volunteer staff from economic development partners to affected organizations.
- Assist local economic development organizations or major employers needing immediate assistance for displaced workers, and assist in identification of short- and long-term employment needs.

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### 3.4.5 Consumer and Business Services, Oregon

#### Department of (DCBS)

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

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

- Oregon OSHA: Coordinate and perform the actions identified within the Worker Safety & Health Support Annex of the National Response Framework, or state equivalent; provide occupational safety and health technical support to other state and local entities; assess responder safety and health resource needs, e.g., OSHA on-site assistance, incident-specific personal protective equipment protocols, training, safety and health monitoring; investigating workplace fatalities, major accidents, and safety and health complaints.
- Insurance Division: Ensure the financial soundness of insurers, the fair treatment of consumers, and the affordability and availability of insurance products by: providing consumer education and information resources about types of insurance policies and coverage; explain claims processing to assist consumers in working with their insurers; consumer advocacy with insurers; coordinate and communicate with other state and federal agencies, legislators, and other public officials on constituent inquiries and needs for assistance; liaison with major insurers to monitor the volume of claims and their resolution.
- Building Codes Division: Ensure safe building construction by adopting and administering uniform statewide building codes; providing building code and rule interpretation; assisting local government building departments; enforcing license, code and permit requirements; certifying inspectors and licensing trade professionals.

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- Workers Compensation Division: Protect injured workers' benefits and rights in the workers compensation system by: ensuring that employers maintain workers' compensation insurance coverage; ensuring that injured workers receive timely benefits and quality medical care; resolving medical, vocational, disability, and other disputes; providing consultation and technical assistance to workers, employers, insurers, claims examiners, attorneys, medical providers, and others. This division provides additional programs supporting injured workers and assisting employers with workers' compensation issues.

#### 3.4.6 Corrections, Oregon Department of (DOC)

ODOC mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. The ODOC is responsible for the control and custody of inmates housed in prisons throughout Oregon. Oregon houses offenders in 14 state prisons state-wide. The DOC provides administrative oversight and funding for the community corrections activities of the 34 Oregon counties that manage their own offenders who are subject to jail, parole, post-prison supervision and probation.

- A State of Emergency declaration will enable inmate work crews to be dispatched to needed locations in support of response or prevention efforts. Typically, the work crew will be transported, equipped and supervised by ODOC personnel for assignments such as to support mass feeding operations.
- Additionally, Department of Corrections holds a variety of specialized equipment and contracts to support their own operations that can be re-directed during an emergency in support of a wide variety of response activities (e.g., potable water transport, power generation, or bulk distribution of emergency items).
- Currently uniformed DOC staff can act as peace officers in the State of Oregon only in response to an inmate escape. However, to support other law enforcement agencies, small numbers of DOC staff are trained in the following functions:
  - Crisis negotiations
  - Critical incident stress
  - Hostage rescue
  - Inmate/high risk transport
  - Riot suppression

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### 3.4.7 Education, Oregon Department of

The Oregon Department of Education (ODE) oversees the education of over 560,000 students in Oregon's public K–12 education system. ODE is also in charge of public preschool programs, the state School for the Deaf, regional programs for children with disabilities, and education programs in Oregon youth corrections facilities.

While not an OERS agency, the Department of Education contributes several specific aspects to a unified state response.

- As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (School Lunch Program).

### 3.4.8 Employment, Oregon Department of

OED is responsible for supporting economic stability during times of unemployment and serving businesses through workforce development and provision of workforce and economic information. Key responsibilities for OED include:

- Facilitate support and disaster unemployment insurance for workers whose jobs are impacted by a disaster.
- Provide technical assistance to business and industry partners regarding workforce development after a disaster.

### 3.4.9 Energy, Oregon Department of (ODOE)

ODOE's role is to provide leadership on energy conservation, renewable energy, and protection of the Columbia River from leaking radioactive waste at the Hanford Nuclear Site. The department also engages in energy planning and siting of energy facilities, provides an objective source of energy information, and investigates emerging energy technologies. Some responsibilities throughout the EOP include:

- The Oregon Department of Energy is responsible for planning, preparedness, response, and recovery from petroleum disruptions (ORS 176), liquefied natural gas mishaps (496), and radiological emergencies (496).
- ODOE operates an agency Emergency Operations Center (EOC) in Salem. The agency EOC serves as the state-wide coordination point for ODOE emergency response activities. ODOE provides a liaison to the state Emergency Coordination Center (ECC) when activated. ODOE maintains six 24/7 duty officers. ODOE is responsible for ensuring state

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and local emergency response organizations are trained and prepared to respond to petroleum, LNG, and radiological emergencies.

- Petroleum Emergency Preparedness and Response - ODOE maintains Oregon's Petroleum Contingency Plan. The purpose of the plan is to ensure an effective, well-coordinated response with industry, federal, state, and local emergency response organizations to protect public health and safety, the environment, and the region's economy. The plan applies a free market approach with government intervention only when it becomes necessary to protect public health and safety.
- Lead agency for ensuring a coordinated response to severe or long-term petroleum emergencies that impact the state. ODOE developed and maintains the *Oregon Petroleum Contingency Plan* that includes a state-wide fuel allocation program. ODOE is also the lead agency for ensuring a coordinated response to transportation, transmission and distribution emergencies involving Liquid Natural Gas (LNG) vessels, pipelines, and facilities.
- Nuclear Emergency Preparedness and Response - ODOE is the lead state agency on nuclear emergency preparedness, response, and recovery. This includes incidents involving fixed nuclear facilities, Independent Spent Fuel Storage Installations (ISFSI), Research Reactors, and radioactive materials transport on Oregon highways (ORS 469). ODOE developed and maintains the Oregon CGS/Hanford Emergency Response Plan, Trojan ISFSI Plan, and the Radioactive Materials Transportation Plan. These plans define the state's role and responsibilities to prepare for, respond to, and recover from radiological emergencies that threaten the health and safety of Oregon citizens, the environment, and the region's economy. ODOE also reviews Oregon State University and Reed College Research Reactor Emergency Response Plans.

#### 3.4.10 Environmental Quality, Oregon Department of (DEQ)

The Department of Environmental Quality (DEQ) is responsible for protecting and enhancing Oregon's water and air quality, managing the proper disposal of solid and hazardous wastes, providing assistance in cleaning up contaminated properties, and enforcing Oregon's environmental laws. Some responsibilities throughout the EOP include:

- Provide expertise on environmental effects of oil discharges or releases of hazardous materials, and environmental pollution control techniques.

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- Provide investigative support and expertise on environmental and public health issues related to oil and hazardous material incidents
- Serve as a member of the Regional Response Team/Northwest Area Committee which Northwest Area Contingency Plan.
- DEQ may assist with hazardous materials clean up.
- DEQ also develops comprehensive plans and programs for air and water pollution control and solid and hazardous waste disposal.
- Coordinate with special teams (OSFM HazMat Teams, ODOT Incident Response Teams, USCG, EPA, local emergency responders and others).

##### 3.4.11 Fish and Wildlife, Oregon Department of (ODFW)

ODFW is responsible for protecting the state's fish and wildlife and their habitats. Some responsibilities throughout the EOP include:

- Serve as the point of contact for any zoonotic diseases involving wildlife.
- Assist in responding to a highly contagious/zoonotic disease, biohazard event, or other emergency involving wildlife.
- Maintain veterinary support capacity through the State Wildlife Veterinarian.
- Serve as a potential resource of feed for livestock shelter operations.
- Provide technical assistance related to the impacts of a disaster on threatened and endangered animal species.

##### 3.4.12 Forestry, Oregon Department of (ODF)

ODF is responsible for protecting the state's forestlands and conserving forest resources. Some responsibilities throughout the EOP include:

- Devise and use environmentally sound and economically efficient strategies which minimize the total cost to protect Oregon's timber and other forest values from loss.
- Work in conjunction as a fire protection agency with the Oregon State Fire Marshal's office and other agencies as needed.

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- As declared under ORS 477.005, preserve forests and the conserve forest resources through the prevention and suppression of forest fires in the State of Oregon.
- ODF operates within a complete and coordinated system of federal, state and local fire jurisdictional partners to meet its primary mission of protecting forest resources, second only to saving lives. Structural protection, though indirect, shall not inhibit protection of forest resources.
- Through the *Fire Mobilization Plan*, mobilize response to emergencies including incident management teams, public information personnel, radio systems, communications trailers, kitchens, shower units, and other support services.
- Support at least three, thirty three person Type 1 incident management teams. The teams are staffed with ODF employees across the state plus one Fire Service - structural liaison for each team.
- ODF operates the Salem Coordination Center, which is responsible to coordinate the distribution of ODF assets statewide. Area Headquarters located throughout the state direct response activities of ODF assets.

### 3.4.13 Geology and Mineral Industries, Oregon Department of (DOGAMI)

DOGAMI's mission is to provide earth science information and regulation to make Oregon safe and prosperous.

The department studies and maps geologic hazards, informs governments and the public about the hazards, and works actively to reduce future loss of life and property.

### 3.4.14 Health Authority, Oregon (OHA)

OHA is responsible for protecting the public health of all Oregonians and is responsible for the state's public health emergency preparedness programs:

- Health Security Preparedness & Response Program (HSPRP) improves public health preparedness capacity by ensuring coordination among tribes, local, regional, State and Federal agencies and private health care partners before, during and after emergency events where the public's health is an issue. The Program Planning and Evaluation section manages the training of public health, hospital, and other

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relevant partners in various aspects of preventing and responding to public health emergencies.

- Epidemiology and Surveillance Program is responsible for the identification, investigation, and prevention of diseases caused by infectious agents. This program conducts disease surveillance; collects and analyzes surveillance data; publishes public health recommendations; develops disease prevention, preparedness and response guidelines; and investigates and helps control disease outbreaks.
- Acute and Communicable Disease Prevention Program provides epidemiologic and clinical expertise and guidance to the Incident Commander and develops guidance on disease related risks.
- Public Health Laboratory serves as a level 3 bio-safety facility for biological clinical and unknown environmental sample testing (human chemical testing is provided by stat public health labs in Alaska, Washington and Idaho).
  - Provides biological confirmatory testing, and chemical specimen collection and specimen referral guidance to Oregon Sentinel Laboratory Response Network (LRN) laboratories.
  - Manages the Oregon Laboratory Response Network that supports environmental and human testing of unknown biological and chemical threat agents.
- Emergency Medical Services (EMS) Section develops situational awareness of EMS resources; communicates with EMS providers; and coordinates realignment of EMS resources during a surge event. They coordinate statewide trauma system planning, ambulance service area planning, and develops standards for ambulance personnel and emergency medical technicians.
- Office of Environmental Public Health (OEPH) assures statewide control of environmental hazards through drinking water protection, radiation protection, environmental toxicology and epidemiology programs and regulation of food, pool and lodging facilities.
  - Drinking Water Program administers and enforces drinking water quality standards for public water systems. It provides guidance on prevention of and response to water system contamination.
  - Radiation Protective Service provides radiation monitoring expertise and is the state's primary radiological response

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organization. It also provides radiation monitoring training to local government emergency response agencies.

- Environmental Toxicology Section protects the health and safety of the public from environmental hazards.

### 3.4.15 Housing and Community Services, Oregon (OHCS)

Oregon Housing and Community Services is Oregon's housing finance agency, providing financial and program support to create and preserve opportunities for quality, affordable housing for Oregonians of lower and moderate income.

OHCS administers programs that provide housing stabilization – from preventing and ending homelessness, assisting with utilities to keep someone stable, to financing multifamily affordable housing, to encouraging homeownership. Some responsibilities throughout the EOP include:

- Provide financial and program support to create and preserve opportunities for quality, affordable housing and supportive services for moderate, low, and very-low income Oregonians.
- Lead the State Disaster Housing Task Force.
- Staff the Housing Group in the State ECC when activated.

### 3.4.16 Human Services, Oregon Department of

ODHS is the principal human services agency for the state including services for those Oregonians who are least able to help themselves. ODHS provides services for low-income Oregonians, seniors, persons with disabilities, and other populations with special needs. Some responsibilities throughout the EOP include:

- Provide a State Individual Assistance Officer (State IAO) under a Presidential Individual Assistance declaration.
- Activate certain activities related to children's services, senior services, and disability services programs.
- As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (Supplemental Nutrition Assistance Program [SNAP]).
- As a State Distributing Agency, coordinate provision of USDA Food and Nutrition Service (FNS) commodities (Temporary Emergency Food Assistance Program).

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### 3.4.17 Judicial Department, Oregon (OJD)

Oregon state courts include the Supreme Court, Court of Appeals, Tax Court, and 36 circuit courts in 27 judicial districts. These state courts are part of the Oregon Judicial Department. The Chief Justice of the Supreme Court is the administrative head of the Oregon Judicial Department, which is a statewide, unified court system with almost 200 judges.

- Security and Emergency Preparedness Office (SEPO) manages personal and physical security, emergency preparedness and business continuity for the Oregon Judiciary.

### 3.4.18 Justice, Oregon Department of (ODOJ)

DoJ is responsible for general counsel and supervision of all civil actions and legal proceedings in which the state is a party or has an interest. The DoJ, through the Attorney General, also has full charge and control of all the state's legal business that requires the services of an attorney or legal counsel. Key responsibilities for the DoJ include:

- Facilitate operation of the Oregon TITAN Fusion Center
- Develop and maintain a liaison between local, state and federal law enforcement agencies in Oregon, assisting them in the investigation and suppression of organized criminal activity and encouraging cooperation among those agencies.
- Conduct comprehensive factual studies of organized criminal activity in Oregon, outlining existing state and local policies and procedures with respect to organized crime and formulating and proposing such changes in those policies and procedures as the Department may deem appropriate.
- The Crime Victims Services Division of the DOJ hosts a statewide team of multidisciplinary trained crisis responders to assist in the aftermath of a disaster. The Crisis Response Team (CRT) has the capacity to mobilize on a county or state level to help groups of affected people to cope with immediate crisis reactions and plan for ongoing support in the aftermath of an incident of criminal mass trauma. The Division is also responsible for assisting victims in accessing emergency Crime Victims' Compensation and ensuring that victims' rights notification takes place and that victims' rights are honored. The Division works in collaboration local Victim Assistance and non-profit victim service programs, the FBI Victim Assistance, the Red Cross, DHS Behavioral Health staff and the National Organization for Victims' Assistance (NOVA).

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### 3.4.19 Land, Conservation, and Development, Oregon Department of (DLCD)

The Department of Land Conservation and Development (DLCD) administers Oregon's statewide land use planning program, is responsible for ensuring that all cities and counties have adopted comprehensive plans that meet the state's planning goals. Some responsibilities throughout the EOP include:

- Provide technical assistance to local and private sector partners regarding facilitation of economic recovery activities that require permits or waivers of state land use requirements
- Assist local and tribal partners in economic development activities.

### 3.4.20 Military Department, Oregon (OMD)

The Oregon Military Department's purpose is to administer, house, equip and train the Oregon National Guard - a ready force to support the Governor during unrest or natural disaster and as a reserve force to the United States Air Force and the United States Army.

- Activate and operate the Oregon National Guard Joint Operations Center.
- Provide support to civil authorities consistent with designated mission and capabilities.
- Direct use of state military resources.

### 3.4.21 Public Utility Commission, Oregon (OPUC)

PUC regulates customer services of the state's investor-owned electric, natural gas and telephone utilities; and certain water companies. Some responsibilities throughout the EOP include:

- Serve as the liaison to the utilities and coordinate efforts for the response and restoration of impacted communications infrastructure during an incident or event.
- Facilitate the coordinated recovery of systems and applications from cyber attacks.
- Assist in the coordination of transfer of personnel and resources from outside a disaster-affected area in accordance with existing Mutual Aid Agreements (MAAs), as needed.

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- Coordinate with utility partners to evaluate needs and coordinate assets and capabilities to address shortages or outages.
- Communicate and coordinate with interstate partners to address ingress and egress amongst neighboring states.
- Communicate with federal partners to maintain situational awareness when incident impairs interstate services.
- Ensure that utilities and companies have adequate emergency preparedness plans in place.

### 3.4.22 Secretary of State's Office, Oregon (SecState)

The SOS Corporation Division is responsible for providing a one stop shop for Oregon businesses to register and start operations. Some responsibilities throughout the EOP include:

- Maintain a statewide database of registered businesses.
- Provide technical assistance to support small businesses during response and recovery.
- Ensure adequate security measures are implemented to protect the state against cyber-attacks.

### 3.4.23 State Lands, Oregon Department of (DSL)

DSL is responsible for management of state-owned grazing and agricultural land as well as off-shore land, estuarine tidelands, and submerged submersible lands of the state's navigable waterway system. Some responsibilities throughout the EOP include:

- Provide vital information to Public Utilities Commission and other primary or supporting state agencies regarding locations and access to all state-owned lands and waterways.
- Issue special permits for access across controlled or private lands and waterways.
- Administer the state's removal-fill law to protect state waterways after a disaster.

### 3.4.24 State Police, Oregon (OSP)

The State Police are empowered to enforce all Oregon Statutes without limitation by county or other political subdivision. During emergency incidents, however, law enforcement within the affected area remains

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the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.

Because OSP is often first on-scene during an emergency, it may act as an initial incident command agency until the local incident command agency is on-scene, or if no local agency is available. In addition to enforcement and specific services, OSP provides for the protection of life and property, traffic control, crowd control, communications, emergency first aid, site security, and security for vital state facilities and critical infrastructure. In addition, the following specific functions or divisions are a part of OSP

- Oregon Emergency Response System (OERS): OERS is the 24-hour primary point of contact by which any public agency provides the state notification of an emergency or disaster, or requests additional resources.
- Criminal Justice Information Systems (CJIS): Law Enforcement Data Systems (LEDS). CJIS/LEDS is the focal point and “control agency” for access by law enforcement and criminal justice agencies in Oregon to the online information in the Federal Bureau of Investigations (FBI) National Crime Information Center (NCIC). Since CJIS/LEDS computer terminals are located statewide in all law enforcement agencies and most public safety agencies, the system is used to relay critical public safety information both day-to-day and during disasters.
- Medical Examiner Division: The purpose of the Medical Examiner Division is to provide direction and support to the state death investigation program. The Medical Examiner manages all aspects of the state medical examiner program and has responsibility for technical supervision of county offices in each of the 36 counties of Oregon. The main activity of the division is to certify the cause and manner of a death requiring investigation within the authority of ORS Chapter 146.

### 3.4.25 State Fire Marshal, Office of (OSFM)

As a division of Oregon State Police, OSFM is charged with protecting citizens, their property, and the environment from fire and hazardous materials.

- Manage the response to hazardous material spills.
- Oversee the training, equipment and response activities of the state’s 14 regional hazardous materials (HAZMAT) response teams.
- Direct the maintenance and use of the statewide Fire Net/HAZMAT microwave relay radio system.

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- Responsible for the duties of the State Emergency Response Commission under SARA Title III and Oregon statute. OSFM coordinates and oversees Local Emergency Planning Committees throughout Oregon.
- Ensure that parties responsible for the incidents are billed for the cost of mitigation and that the contracted teams are compensated for the allowable expenses.
- Manage and coordinate Oregon's firefighting activities by mobilizing firefighting resources in support of State, Federal, and local wildland, rural, and urban firefighting agencies.
- As described in the *State Fire Service Mobilization Plan*, coordinate and direct the activities of all structural firefighting resources of the State through the organization of State and county fire defense boards and their respective mutual aid agreements.
- Planning and implementing response by structural firefighting forces called up by the Governor under the *Conflagration Act* (ORS 476.510 to 476-610).
- Additionally, OSFM is responsible to coordinate and direct the training, equipment and use of the state's structural collapse resources.

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

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

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- ODOT maintains an extensive radio network allowing direct communications with ODOT personnel in the field. The ODOT radio network is accessible from the OERS Communications Center and from the Northwest Transportation Operations Center in Salem.
- The Highway Division is responsible for maintaining Oregon's highways, bridges and other infrastructure. Since many of the Operations' personnel and equipment are permanently assigned to all areas of the state, they comprise an invaluable source of authoritative information on local conditions. ODOT personnel, to include retirees, provide essential assistance to the state in emergencies where public infrastructure is affected.
- ODOT provides receipt, storage, and staging support for and transportation of the Strategic National Stockpile when deployed in the State of Oregon.
- ODOT provides transportation of the Oregon Urban Search and Rescue Task Force equipment trailers and also provides Structural Specialist members of the Task Force.
- ODOT operates an Agency Operations Center in Salem, and five Regional Emergency Operations Centers throughout the state. The Agency Operations Center serves as the agency-wide coordination point for ODOT emergency response activities. Its duties also include coordinating ODOT activities needed under the Federal Highway Administration's Emergency Relief Program.
- The function of each Regional Operations Center is to control and direct ODOT activities within the region. The Regional Operations Centers' locations are:
  - Region 1 In Portland
  - Region 2 in Salem
  - Region 3 in Roseburg
  - Region 4 in Bend
  - Region 5 in La Grande

### 3.4.27 Water Resources Department (WRD)

Water Resources manages Oregon's public water supply to sustain the economy, quality of life and natural heritage. By law, all surface and groundwater in Oregon is public. WRD monitors water levels at hundreds of stream, reservoir and well gauging stations statewide, maps and

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studies underground aquifers, and helps design long-term water plans for river basins.

The dam safety program reviews and approves for construction, rehabilitation or modification the designs for hydraulic structures that exceed height and storage capacity defined by statute. The agency licenses well drillers, and enforces the proper construction and abandonment of all subsurface well penetrations, with few exceptions. Following a Governor's Drought Declaration, WRD may exercise emergency water rights authority by waiving or changing policies and procedures following an event that requires such action.

### 3.4.28 Other Agencies

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

#### **American Red Cross (ARC)**

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

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

#### **Amateur Radio Services**

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

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*See ESF 2 – Communications for additional information.*

##### **Civil Air Patrol (CAP)**

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

##### **Oregon Voluntary Organizations Active in Disaster**

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

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

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

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

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# 4 Concept of Operations

## 4.1 General

Across Oregon, disasters are managed at the smallest jurisdictional level possible for effective response. Thus, many incidents are resolved every day by public safety responders within the parameters of their standard resources. In all incidents, life safety is the top priority of State agencies and emergency response personnel.

As the state emergency management agency, OEM is designated by the governor to coordinate the state response to events that ‘causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss.’ (ORS 401.025). This includes coordination with counties and tribes on emergency management activities in their areas.

This coordination is enacted through the activation and staffing of OEM duty officers and the State Emergency Coordination Center, which is described in greater detail in Chapter 5—Emergency coordination. The state ECC is also the designated contact for requesting resources from out of state, or from federal agencies.

The OEM Director also advises the governor on and directs the preparation of any request for a Presidential disaster declaration.

## 4.2 Disaster Declaration Process

The Governor can declare a state of emergency by an executive order under authority granted in Oregon Revised Statutes.

Under a declaration, the Governor has complete authority over all state agencies including personnel, equipment and facilities for response to the event. This authority is executed as strategic direction, enacted via the State ECC, with operational control of resources most often resting with local public safety command structures.

Likewise, in a declaration the Governor may also suspend orders or administrative rules if compliance would prevent response to the event. There are some related but lower-order actions that relate to this area, however, including Emergency Medical Services provider licensing and utility crew highway

## 4. Concept of Operations

requirements that can be enacted by other state officials or are already established in law. In some of those actions, a declaration by the governor may not be necessary.

Generally, state declarations of emergency are made in response to requests from local or tribal emergency management programs, and will cover a geographic area limited to the impacts of the event. During widespread or catastrophic events, however, the Governor may declare a statewide emergency specific to that event.

Further, there are several specific types of declarations available, depending on the nature of the emergency. These include fires, public health events, energy resource emergencies, and droughts. Each of them is defined by a section of the Oregon Revised Statutes, and procedures are maintained by agencies responsible for those types of events. Incident Annexes or ESF Annexes in this plan contain additional information, as does the document 'Declaration Guidelines for Local Elected and Appointed Officials,' published by OEM.

### 4.3 Governmental Coordination

Local governments may declare a disaster, depending on their statutes, in order to effect incident response actions within their jurisdiction. If local resources are exhausted and further assistance is needed, then the executives or elected officials of those governments may request a declaration and additional state resources from the Governor.

Oregon Revised Statutes define some coordinating relationships among state and local emergency management programs. Counties must develop emergency management programs, and cities may do so, but cities must act through their contiguous counties in order to request state assistance.

Sovereignty of tribal nations introduces a different aspect of coordination, particularly since Public Law 280 and Public Law 638—and, in some cases, still-extant treaties--create a variety of relationships with state and federal government.

Thus, the Stafford Act establishes two paths for tribal nations to choose between when declaring a disaster—they may either participate with counties and make the declaration to the Governor, or they may individually declare directly to the FEMA Regional Administrator.

# 5

## Emergency Coordination

### 5.1 Introduction

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

ORS 401.092 states that the Director of OEM is responsible for coordinating all public and private organizations that provide emergency services within Oregon and for staffing the Oregon Emergency Coordination Center (ECC).

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

### 5.2 Emergency Coordination Center (ECC)

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

The ECC is a dual-function facility located within the day-to-day office of OEM, which is a controlled access facility at all times. During the lowest level of activation, Level I: Standby, the ECC is used for training. However, in an emergency it becomes the State ECC and is considered an operational extension of the Governor's Office.

### 5.3 Activation

The following individuals have the authority to activate the state ECC:

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- The Governor
- Governor’s Policy Advisor
- The Adjutant General
- Oregon Military Department Deputy Director
- OEM Director
- OEM Deputy Director
- OEM Executive Duty Officer

There are three levels of activation, described in greater detail below:

1. Standby
2. Limited
3. Full

### 5.3.1 Level I – Standby

This is the day-to-day ready state of the ECC. This level of activation is maintained by the staffing of the Oregon Emergency Response System (OERS) Communications Center on a twenty-four hour, seven day a week basis. The OERS Duty Officer receives a call through the OERS Communications Center and tracks incidents. The OEM Executive Duty Officer (EDO) and appropriate state agencies are notified as necessary.

### 5.3.2 Level II – Limited Activation

OEM notifies the appropriate state agencies of a potential emergency or disaster and informs them a representative may be needed in the ECC. The ECC is staffed appropriately to ensure coverage is available to address the needs of the incident. Limited activation is considered when:

- OEM or a State agency is actively monitoring an incident which could potentially impact Oregon. The monitoring is typically done from an office location, with standard communications occurring in order to coordinate resource assistance;
- A county or tribe has declared an emergency and activated their EOC, and the situation may require assistance from the state;
- OERS receives an alert from an official warning point or agency indicating an impending incident or emergency;
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;
- A geographically limited disaster requires a closely coordinated response by more than one state agency;
- A Governor’s “State of Emergency” is issued.

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### 5.3.3 Level III – Full Activation

During a full activation, all appropriate ECC positions are filled in accordance with the Oregon State ECC Organization Chart (Figure 5-1). Representatives of the Oregon Military Department, Department of Administrative Services, Oregon Department of Transportation, Oregon Department of Environmental Quality, Oregon State Police, and the Oregon Health Authority represent a core group that is essential to handle most major emergencies. The situation may require the participation of other key agencies, depending on the nature of the incident. Full activation normally requires the ECC to be staffed on a 24-hour basis.

Full activation is considered when:

- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities;
- Two or more counties have declared an emergency and/or activated their EOCs and the situation may require assistance from several state agencies;
- A Governor's 'State of Emergency' is issued;
- Terrorist or "weapons of mass destruction" activities are occurring or imminent;
- An alert, site-area emergency, or general emergency is declared at the Columbia Generating Station or Hanford Reservation in Washington State, or research reactors at Oregon State University or Reed College.

### 5.4 Notification

Once it is determined the ECC will be activated, and to which level, the EDO notifies the on-duty OEM ECC Team Manager. The ECC Manager notifies applicable OEM staff and ensures notifications occur to the needed state agencies, based on the situation and hazard.

### 5.5 ECC Organization

When fully activated the State ECC is organized as depicted in Figure 5-1 and is intended to coordinate with the federal Emergency Support Functions (ESFs). State, federal and non-governmental agency representatives staffing the ECC are organized as listed below. Each position described below is fully defined by position description and standard operating guidelines.

1. Executive Policy Group
2. Coordination Section
3. Plans and Intelligence Section
4. Logistics Section

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### 5. Finance and Recovery Section

## 5.6 ECC Functions

### 5.6.1 Executive Policy Group

This group provides direction and leadership during the incident. The Executive Policy Group includes the Governor, the Adjutant General, the OEM Director and the Lead State Agency Director and/or their respective designees. The Executive Policy Group activates, and then coordinates with, the Governor's Recovery Cabinet and Economic Recovery Council to determine actions and recovery strategies.

- **ECC Manager.** This position provides direction and control within the ECC and ensures appropriate ESF, state agency and non-governmental representatives are present. The position reports to the Executive Policy Group.
  - **External Liaison.** This position serves as the point of contact and information for agencies not represented in the ECC. Serves as a primary point of contact for FEMA or other federal partner representatives. This position reports to the ECC Manager.
  - **Public Information Officer.** This position provides information about emergency conditions, actions being taken to respond to the emergency and any instructions or actions that should be taken to protect or warn the public. May establish a Joint Information Center (JIC) if the emergency involves multiple jurisdictions and/or several responding state agencies. These positions report to the ECC Manager.

### 5.6.2 Coordination Section

The Coordination Section implements the goals and objectives of the Executive Policy Group by directing state agency response to local and tribal governments.

- **Coordination Section Chief.** This position is responsible for assigning local and tribal requests for assistance to state agencies. In the absence of a state owned asset, the Coordination Section Chief determines if the Logistics Section will be assigned to rent, lease, or purchase said asset; an Emergency Management Assistance Compact (EMAC) or Pacific Northwest Emergency Management Arrangement (PNEMA) request will be issued; or a request for federal assistance will be sent to FEMA. The position reports to the ECC Manager.

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- **EMAC Unit.** This unit is responsible for submitting requests for assistance to EMAC and/or PNEMA partners at the direction of the Coordination Section Chief. Negotiates the contract between Oregon and the responding State/Province. Tracks and monitors all EMAC/PNEMA assets deployed within Oregon. This position reports to the Coordination Section Chief.
- **Government Liaison Unit.** This unit, typically staffed by OEM personnel, serves as the primary point of contact with affected county and tribal jurisdictions. They process requests for assistance, provide information to and from the ECC and collect and file important documents (such as declarations and situation reports) related to a specific jurisdiction. This position reports to the Coordination Section Chief.
- **ESF 1-18 and State Agencies Representatives.** State agency representatives serve as a liaison between the State ECC and their respective agency operation centers (AOC). State agencies in this group are tasked with mission assignments by the Coordination Section Chief and allocate available resources from their agencies. Each agency is responsible for tracking their available and deployed resources. They coordinate with counterparts from federal and other state governments.

In the event of a full activation, ESF branches may be established based on operational need or span of control. In that event, ESFs will be organized as follows:

  - Emergency Services Branch
    - ESF 4, 9, 10, 13, 16
  - Health and Human Services Branch
    - ESF 6, 8, 11, 15, 17
  - Infrastructure/Private Sector Branch
    - ESF 1, 2, 3, 12, 18
  - **Non-Governmental Organizations.**
    - **ESF-6, 11 & 15:** The American Red Cross (ARC), Oregon Food Bank and Oregon Volunteer Organizations Active in Disasters (ORVOAD) are typically activated when sheltering, feeding, or management of volunteers or donations is imminent.
    - **ESF-18:** Select private sector partners or associations may be activated based on the hazard and situation and the need for specific technical advice or assistance.

#### 5.6.3 Plans and Intelligence Section (ESF-5)

#### 4. Concept of Operations

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

- **Planning Section Chief.** This individual is responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Information is needed to understand the current situation, predict the probable course of incident events and prepare alternative strategies for the incident. This position reports to the ECC Manager.
  - **Situation/Analysis and Intel Unit.** Collects information and maintains a log of significant events in the ECC. Records briefing notes and prepares the ECC Situation Report (SITREP) and Incident Action Plan (IAP) by working with ECC Section Chiefs. This position reports to the Planning Section Chief
  - **GIS Unit.** Generates and updates maps of the affected regions and manages the RAPTOR data tool. This position reports to the Planning Section Chief
  - **Technical Specialists.** This group consists of agency representatives who understand the technical implications of the hazard(s) at hand. State agencies that respond to hazard specific events may provide technical specialists and planners. This position reports to the Planning Section Chief

##### 5.6.4 Resource Management (Logistics) Section (ESF-7)

Procures resources requested by local and tribal governments in the absence of other State agencies being able to provide the assistance and provides logistical support to the State ECC.

- **Logistics Section Chief.** This position is responsible for providing facilities, services, and material in support of the incident. This position reports to the ECC Manager.
  - **ECC Support Branch.** This is staffed primarily by OEM personnel. The Unit provides or orders the resources necessary for management of the ECC and its associated facilities, including office supplies, meals, maintenance, and facility security services. This position reports to the Logistics Section Chief.
  - **Procurement Unit.** Coordinates with State agencies on the emergency use of state credit cards for purchasing items in support of the disaster. This position reports to the Logistics Section Chief.

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- **Auxiliary Emergency Communication Unit.** Provides alternate means of communications between the ECC and affected jurisdictions. This position reports to the Logistics Section Chief.
- **Information Technology Unit.** Maintains the local area network and computer work stations for the ECC. Provides technical assistance as required, including for systems such as OpsCenter. This position reports to the Logistics Section Chief.

#### 5.6.5 Finance and Recovery Section

This section collects and evaluates initial damage assessment (IDA) information (including financial figures) from local, tribal, and state governments. The information is used as a basis to determine the need for a joint local-state-federal preliminary damage assessment (PDA), which is the basis for receiving a federal emergency or disaster declaration. This section determines potential funding sources for response and recovery efforts. It advises state agencies about financial aspects of their coordination with federal officials in major disasters. While OEM provides the basic staff, the section chief may request that financial managers be recruited from other agencies if necessary.

- **Finance and Recovery Section Chief.** During the transition from response to recovery, this position serves as the primary point of contact with the Federal Emergency Management Agency (FEMA). Typically the Finance Section Chief is named as the State Coordinating Officer (SCO) once a federal Joint Field Office (JFO) is established. This position reports to the ECC Manager.
- **Administrative Branch.** This branch collects data on costs associated with State government response to the disaster. It also tracks costs associated with the activation and staffing of the ECC.
- **Recovery Branch.** This branch collects and analyzes initial damage assessment forms for both IDA and PDA. Staff coordinates with FEMA on the state's federal disaster declaration request. This Branch is the first to transition to a JFO once recovery is initiated.

#### 5.7 Demobilization

As the event transitions from response to recovery, ECC operations scale down accordingly. The ECC Manager and Operations Manager release staff as the situation dictates until the ECC is officially de-activated for the incident.

Debriefings are scheduled and conducted by the ECC Manager or Executive Duty Officer. All logs and records are provided to the ECC Operations and Emergency Program Coordinator to

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**4. Concept of Operations**

become part of the official record of the event. An after-action report on the ECC activation and operations is developed and distributed. Areas needing improvement or corrective action are tracked and monitored for completion by the ECC Operations and Emergency Program Coordinator.

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## Forms and Templates

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**Appendix D. Acronyms and Glossary****LIST OF ACRONYMS**

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

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**Appendix D. Acronyms and Glossary**

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

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**Appendix D. Acronyms and Glossary**

FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRST	Federal Incident Response Support Team
FNARS	Federal National Alert Radio System
FRC	Federal Resource Coordinator
GAR	Governors Authorized Representative
GIS	Geographic Information System
GMT	Greenwich Mean Time
HAN	Health Alert Network
HAZMAT	Hazardous Materials
HHS	Health and Human Services
HSAS	Homeland Security Advisory System
HSC	Homeland Security Council
HSIN	Homeland Security Information Network
HSPD	Homeland Security Presidential Directive
IAC	Incident Advisory Council
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
IFG	Individual and Family Grant
IGA	Inter Governmental Agreement
INS	Insurance Division
JIC	Joint Information Center
JIS	Joint Information System

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**Appendix D. Acronyms and Glossary**

JFO	Joint Field Office
JTF	Joint Task Force
JTTF	Joint Terrorism Task Force
LAN	Local Area Network
LEDS	Law Enforcement Data System
MACC	Multi-agency Command Center
ME	State Medical Examiner
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NASA	National Aeronautics and Space Administration
NAWAS	National Warning System
NCP	National Oil and Hazardous Substance Pollution Contingency Plan
NDMS	National Disaster Medical System
NICC	National Interagency Coordination Center
NIMS	National Incident Management System
NIPP	National Infrastructure Protection Plan
NGO	Non-Governmental Organization
NGR	National Guard Regulation
NLETS	National Law Enforcement Telecommunications System
NOAA	National Oceanic and Atmospheric Administration
NOC	National Operations Center
NORAD	North American Defense Command
NRC	Nuclear Regulatory Commission
NRF	National Response Framework
NSA	National Security Agency
NWACP	Northwest Area Contingency Plan

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**Appendix D. Acronyms and Glossary**

NWS	National Weather Service
OAR	Oregon Administrative Rule
ODA	Oregon Department of Agriculture
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife
ODOT	Oregon Department of Transportation
OEM	Oregon Office of Emergency Management
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OHSU	Oregon Health Sciences University
OMD	Oregon Military Department
OOE	Oregon Office of Energy
OPA	Oil Pollution Act
OPS	Operations
OR-OSHA	Oregon Occupational Safety and Health Division
ORS	Oregon Revised Statute
ORVOAD	Oregon Volunteer Organizations Active in Disasters
OSFM	Oregon State Fire Marshal
OSHA	Occupational Safety and Health Act
OSLGCP	Office of State and Local Government Coordination and Preparedness
OSP	Oregon State Police
PDA	Preliminary Damage Assessment
PDD	Presidential Decision Directive
PFO	Principal Federal Officer
PHD	Public Health Division
PHEP	Public Health Emergency Preparedness Program

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PHL	Public Health Laboratory
PIO	Public Information Officer
PRD	Parks and Recreation Department
PSAP	Public Safety Answering Point
PUC	Public Utility Commission
RAC	Reception and Care
RACE	Rapid Alert for Cascadia Earthquake
RACES	Radio Amateur Civil Emergency Services
RDC	Regional Dispatch Center
RRCC	Regional Resource Coordination Center
SAC	Special Agent in Charge
SAR	Search and Rescue
SARDA	State and Regional Disaster Aviation
SCO	State Coordinating Officer
SFLEO	Senior Federal Law Enforcement Officer
SFM	State Fire Marshal
SFO	Senior Federal Officer
SIOC	Strategic Information Operations Center
SITREP	Situation Report
SSF	State Support Function
TCL	Target Capabilities List
TRANSCOM	Transportation Tracking and Communications
TSA	Transportation Security Administration
UHF	Ultra High Frequency
UTL	Universal Task List
USACE	United States Army Corps of Engineers

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**Appendix D. Acronyms and Glossary**

USAF	United States Air Force
USAR	Urban Search and Rescue
USCG	United States Coast Guard
USDA	United States Department of Agriculture
USDOE	United States Department of Energy
USFS	United States Forestry Service
USGS	United States Geological Survey
VHF	Very High Frequency
VOAD	Volunteer Organizations Active in Disasters
VOLAG	Voluntary Agencies
WA EMD	Washington Emergency Management Division
WMD	Weapons of Mass Destruction
WRD	Water Resources Department

## Appendix D. Acronyms and Glossary

## GLOSSARY

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

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

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

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

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

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

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

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

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area

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**Appendix D. Acronyms and Glossary**

Command has the responsibility to set overall strategy and priorities, allocates critical resources according to the priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Commands become Unified Area Commands when incidents are multi-jurisdictional. Area Command may be established at an EOC/ECC facility or at some location other than the Incident Command Post.

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

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

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

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

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

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

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

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

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

**Catastrophic Incident:** Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions. A catastrophic event could result in

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**Appendix D. Acronyms and Glossary**

sustained national impacts over period of time; almost immediately exceed resources normally available to state, local, regional, tribal and private-sector authorities in the impacted area; and significantly interrupt governmental operations and emergency services to such an extent that national security could be threatened. All catastrophic events are Incidents of National Significance.

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

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

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

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

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

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

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

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

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

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

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**Appendix D. Acronyms and Glossary**

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

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, *National Infrastructure Protection Plan*, 2006, Glossary of Key Terms)

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

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

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

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

**Disaster:** (See Major Disaster)

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

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

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

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

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

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

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

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

**Emergency 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 Support Functions (ESF):** A functional area of response activity established to facilitate the delivery of Federal assistance required during the immediate response phase of a disaster to save lives, protect property and public health, and to maintain public safety. ESF represent those types of federal assistance that the State would most likely need because of the overwhelming impact of a catastrophic or significant disaster on its own resources and response capabilities or because of the specialized or unique nature of the

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assistance required. ESF missions are designated to supplement state and local response efforts.

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

**Emergency:** As defined by the Stafford Act (Public Law 93-288) “An emergency is any occasion or instance for which, in determination of the President, Federal assistance is needed to supplement state and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.”

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

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

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

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

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

**Federal Coordinating Officer (FCO):** The Federal Officer who is appointed to manage Federal resource activities related to Stafford Act disasters and emergencies. The FCO is responsible for coordinating the timely delivery of Federal Disaster assistance resources and programs to the affected state and local governments, individuals affected by a disaster, and the private-sector.

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

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

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

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

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

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

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

**Governor's Authorized Representative (GAR):** The individual empowered by the Governor, in accordance with the FEMA-State Letter of Agreement, to manage and coordinate the state's disaster response and recovery efforts following a federal Declaration of Emergency. Under **ORS 401.270** the OEM

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Director is designated as the GAR for certain disaster response and recovery activities.

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

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

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

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

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

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

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

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

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**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** (see National Incident Management System)

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

**Incident Management Team:** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

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

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

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

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

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water systems, electrical systems, communications systems, dams, sewage systems, and roads.

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

**Initial Response:** Resources initially committed to an incident.

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

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

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

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

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

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

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

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information during a crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing; recommending; and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence.

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

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

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

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

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

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

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

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

**Local Government:** A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of

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

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

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

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

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

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

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

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

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

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

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

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

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent, nationwide approach for federal, state, local, and tribal governments; the private-sector; and NGO’s to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents regardless of cause, size, or complexity. To provide for interoperability and

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compatibility among federal, state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System (ICS); multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Infrastructure Protection Plan:** Provides a coordinated approach to critical infrastructure and key resources (CI/KR) protection roles and responsibilities for federal, state, local, tribal, and private-sector security partners. The NIPP sets national priorities, goals and requirements for effective distribution of funding and resources which will help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster.

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

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

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

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

**Non-Governmental Organization (NGO):** A nonprofit entity that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit.

**No-Notice Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear

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accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

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

**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

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

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

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

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

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

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current and forecasted situation and on the status of resources assigned to the incident.

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

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

**Preparedness (Part of the Emergency Management Cycle):** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources.

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

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

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

**Primary Agency:** This position is filled only during disasters involving the activation of the National Response Framework. The Primary State Agency coordinates the

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activities of their State of Oregon Support Function (SSF) with the Federal counterparts in the designated Emergency Support Function (ESF).

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

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

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

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

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

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

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

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

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards

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for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

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

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

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

**Recovery:** (Part of the Emergency Management Cycle) The development, coordination, and execution of service- and site-restoration plans for impacting communities and the reconstitution of government operations and services through individual, private-sector, non-governmental, and public assistance programs that identify needs and define resources; provide housing and promote restoration; address long-term care and treatment of affected persons; implement additional measures for community restoration; incorporate mitigation measures and techniques, as feasible; evaluate the incident to identify lessons learned; and develop initiatives to mitigate the efforts of future incidents.

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

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

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency

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responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

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

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

**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC/ECC.

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

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

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

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

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

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

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

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

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

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

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

**Standardization:** A principle of the NIMS that provides a set of standardized organizational structures [such as the ICS, multi-agency coordination systems, and public information systems] as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification;

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communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System March 2004, 2.)

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

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

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

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

**State:** When capitalized, refers to any state of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

**Strategic:** Strategic elements of incident management are characterized by continuous, long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other

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fiscal decisions, policy development, and the applications of measures of performance or effectiveness.

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

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

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

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

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

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

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

**Terrorism:** Any activity that (1) involves an act that (a) is dangerous to human life or potentially destructive of critical infrastructure or key resources; and (b) is a violation of the criminal laws of the United States or any state or other subdivision of the United States; and (2) appears to be intended (a) to intimidate or coerce a civilian population; (b) to influence the policy of a government by intimidation or coercion; or (c) to affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

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

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

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

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

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the Unified Command to establish their designated Incident Commanders at a single ICP and to establish a common set of objectives and strategies and a single Incident Action Plan.

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

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

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

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

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

**Volunteer:** For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or

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receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

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

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

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

# **Emergency Support Functions**



# Support Annexes



# **Incident Annexes**

