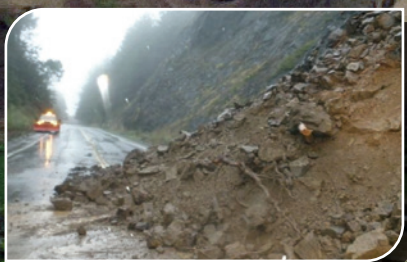# City of Ione
Emergency Operations Plan

Prepared for:

**City of Ione
385 W. 2nd Street
Ione, Oregon 97843**

Prepared by:

ecology and environment, inc.
Global Environmental Specialists

City of Ione
Morrow County, Oregon
EMERGENCY OPERATIONS PLAN

September 2014

Prepared for:

City of Ione
385 W. 2nd Street
Ione, OR 97843

Prepared by:

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Global Environmental Specialists

Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the City of Ione's response to and support of an emergency incident. If you are not qualified to implement this plan, dial 9-1-1 and ask for assistance.

1. **Receive alert of incident.**

   ▪ Alerts should be directed to the City Emergency Manager (pre-designated City Council Member).

   ▪ If the City Emergency Manager is not available, alerts should be directed to the City Recorder or Mayor, based on the City line of succession outlined in Section 1.8.1 of this plan.

   ▪ Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public or other sources.

   ▪ If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.

   ▪ See Functional Annex 1 – Emergency Services of this plan for more information on alert and warning.

2. **Determine need to implement the City's Emergency Management Organization.**

   ▪ The City Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the City for the incident. This may range from the City Emergency Manager being on stand-by to full activation of the City Emergency Operations Center.

   ▪ Identify key personnel who will be needed to support City emergency operations, including staffing of the City Emergency Operations Center, if activated.

3. **Notify key City personnel and response partners.**

   ▪ The City Emergency Manager will notify key personnel to staff the City Emergency Operations Center based on incident needs.

   ▪ Notify appropriate emergency response agencies.

   ▪ See the Citywide directory maintained by the City Recorder.

4. **Activate the City Emergency Operations Center as appropriate.**

   ▪ The City will utilize the Incident Command System in managing the City Emergency Operations Center.

   ▪ Primary Emergency Operations Center Location: City Hall, 385 W 2nd Street, Ione, Oregon

   ▪ Alternate Emergency Operations Center Location: Morrow County Mobile Command Post or Morrow County Emergency Operations Center, 325 Willow View Drive, Heppner, Oregon

   ▪ See Section 5.4 of this plan for information on Emergency Operations Center operations.

5. **Establish communications with the on-scene Incident Commander.**

   ▪ Identify primary and back-up means to stay in contact with the on-scene Incident Commander.

   ▪ The on-scene Incident Commander may assign a radio frequency that the City Emergency Operations Center can use to communicate with the scene.

   ▪ See Functional Annex 1 – Emergency Services of this plan for more information on communications systems.

6. **Identify key incident needs, in coordination with the on-scene Incident Commander.**

   ▪ Consider coordination of the following, as required by the incident:

      o Protective action measures, including evacuation and shelter-in-place

      o Shelter and housing needs for displaced citizens

      o Emergency public information and coordination with the media

      o Provisions for Access and Functional Needs Populations, including unaccompanied children

      o Provisions for animals in disaster

7. **Inform the County and Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**

   ▪ Morrow County Emergency Manager: 541-676-2502

   ▪ Oregon Emergency Response System: 800-452-0311

- If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.

8. Declare a State of Emergency for the City, as appropriate.

- If the incident has overwhelmed or threatens to overwhelm the City's resources to respond, the City should declare a State of Emergency.

- A declaration may be made by the City Council or Emergency Manager. A declaration made by the Emergency Manager should be ratified by Council as soon as practicable.

- The declaration should be submitted to the Morrow County Emergency Manager.

- See Section 1.7.2 of this plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.

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Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of Ione will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, Oregon Office of Emergency Management plans, and Morrow County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize the safety of the public and minimize property damage is a primary responsibility of government. It is the goal of the City of Ione that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Ione has, in addition to promulgating this plan, informally adopted the principles of the National Incident Management System, including the Incident Command System and the National Response Framework.

Consisting of a Basic Plan, Functional Annexes aligned with the Morrow County Emergency Support Functions, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Ione will coordinate resources and activities with other federal, State, local, community- and faith-based organizations, and private-sector partners.

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Letter of Promulgation

To All Recipients:

Promulgated herewith is the Emergency Operations Plan for the City of Ione. This plan supersedes any previous plans. It provides a framework within which the City of Ione can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan attempts to be all-inclusive in combining the following five mission areas of emergency management to ensure that the City is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the City:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism
- **Protection:** activities necessary to secure the City against acts of terrorism and natural or human-caused disasters
- **Mitigation**: activities that reduce loss of life and property by lessening the impact of disasters
- **Response**: activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred
- **Recovery**: activities necessary to assist the community in recovering effectively from a disaster

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

Linda LaRue Mayor	Bev Crum Council Member
Deacon Heideman Council Member	Kristy Jones Council Member

Toby Garrett		Joel Barnett	
Council Member		Council Member	

Mark Anderson		DATE	
Council Member			

Plan Administration

The City Emergency Manager will coordinate review, revision, and re-promulgation of this plan every two years or when changes occur, such as lessons learned from exercises or events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by Department heads without formal City Council approval.

Record of Plan Changes

All updates and revisions to the 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.	Department	Summary of Change
2014	001	City Hall	Update information and bring overall information and formatting in line with EOPs throughout the State of Oregon.

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The City of Ione Emergency Manager is ultimately responsible for dissemination of all plan updates. A copy of the plan will also be maintained at the City Hall.

Department/Agency	Title/Name
Office of Emergency Management	State Domestic Preparedness Coordinator
Morrow County Emergency Management	Emergency Manager
Ione Rural Fire Protection District	Fire Chief
City Hall	Emergency Manager and City Recorder
Morrow County Health District	Director
Maintenance Department	Maintenance Director

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	City Hall / Emergency Manager
Functional Annexes (FAs)	
FA 1 Emergency Services	Morrow County Sheriff's Office Ione Rural Fire Protection District City Hall / Emergency Manager
FA 2 Human Services	City Hall / Emergency Manager
FA 3 Infrastructure Services	Maintenance Director
FA 4 Recovery Strategy	City Hall / Emergency Manager
Incident Annexes (IAs)	
IA 1 Drought	Maintenance Director
IA 2 Earthquake	Maintenance Director
IA 3 Major Fire	Ione Rural Fire Protection District
IA 4 Flood	Maintenance Director
IA 5 Severe Weather (including Landslides)	Maintenance Director
IA 6 Volcano	Maintenance Director
IA 7 Hazardous Materials (Accidental Release)	Ione Rural Fire Protection District
IA 8 Public Health Incident	Morrow County Public Health Department City Hall / Emergency Manager
IA 9 Terrorism	Morrow County Sheriff's Office City Hall / Emergency Manager
IA 10 Transportation Accident	Morrow County Sheriff's Office City Hall / Emergency Manager

Section/Annex	Responsible Party
IA 11 Utility Failure	Maintenance Director City Hall / Emergency Manager

Table of Contents

Functional Annexes
FA 1 – Emergency Services
FA 2 – Human Services
FA 3 – Infrastructure Services
FA 4 – Recovery Strategy

Incident Annexes
IA 1 – Drought
IA 2 – Earthquake
IA 3 – Major Fire
IA 4 – Flood
IA 5 – Severe Weather (including Landslides)
IA 6 – Volcano
IA 7 – Hazardous Materials (Accidental Release)
IA 8 – Public Health Incident
IA 9 – Terrorism
IA 10 – Transportation Accident
IA 11 – Utility Failure

List of Tables and Figures

Figures

Tables

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Basic Plan

1 | **Introduction**

1.1 General

The City of Ione (City) emergency management mission is to ensure that the City is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

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

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

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against,

respond to, recover from, and militate against disasters. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

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

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the City's all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP the City designates NIMS and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted.

1.2.2 Scope

The EOP is implemented whenever the City must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof. This plan is intended to guide the City's emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, City departments and agencies that operate under this plan are expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how emergency tasks will be performed.

Training and equipment necessary for response operations should be maintained by City departments and agencies.

The primary users of this plan are elected officials, department heads and their senior staff members, the Emergency Manager, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand how the City manages emergency operations.

1.3   Plan Activation

Once promulgated by the City Council, this EOP is in effect and may be implemented in whole or in part to respond to:

- Incidents in or affecting the City

- Health emergencies in or affecting the City

- Non-routine life-safety issues in or affecting the City

An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

1.4   Plan Organization

The City EOP is composed of three main elements (Figure 1-1):

- Basic Plan (with appendices)

- Functional Annexes (FAs)

- Incident Annexes (IAs)

Figure 1-1   City of Ione Emergency Operations Plan Organization
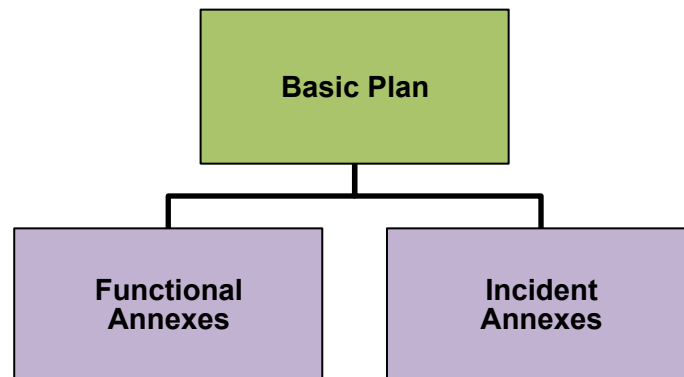
1.4.1 Basic Plan

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the City's emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials during an incident. Specifically, the Basic Plan identifies:

■ Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.

■ Hazards and threats facing the community, including planning assumptions based on the City's response capabilities.

■ Roles and responsibilities for elected officials, City departments, and key response partners.

■ A concept of operations for the City that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.

■ The City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.

■ The City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting additional resources from mutual aid agencies, followed by County agencies. For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations is grouped into four FAs, which supplement the information in the Basic Plan:

■ FA 1 – Emergency Services

■ FA 2 – Human Services

■ FA 3 – Infrastructure Services

■ FA 4 – Recovery Strategy

The FAs are designed to be consistent with the 15 Emergency Support Function (ESF) annexes of the County EOP and groups information in a manner that reflects the City's organization and response capabilities. Table 1-1 identifies the

relationship between the City's FAs and the County ESF annexes. This structure is also consistent with the State of Oregon (State) EOP and the National Response Framework (NRF). City emergency personnel should be familiar with the County's EOP and ESF structure to better understand how the City's response efforts would be coordinated with the County during an emergency event.

Table 1-1 City Functional Annexes in Relation to County ESF Annexes	
City Functional Annex	**County ESF Annex***
FA 1 – Emergency Services	ESF 2 – Communications ESF 4 – Firefighting ESF 5 – Emergency Management ESF 9 – Search and Rescue ESF 10 – Oil and Hazardous Materials ESF 13 – Public Safety and Security ESF 15 – External Affairs
FA 2 – Human Services	ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services ESF 8 – Public Health and Medical Services ESF 11 – Agriculture and Natural Resources
FA 3 – Infrastructure Services	ESF 1 – Transportation ESF 3 – Public Works and Engineering ESF 12 – Energy
FA 4 – Recovery Strategy	ESF 14 – Community Recovery
*ESF 5 – Emergency Management and ESF 7 – Logistics Management and Resource Support are partially or wholly addressed in the Basic Plan	

1.4.3 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. The IAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

- IA 1 – Drought

- IA 2 – Earthquake

- IA 3 – Major Fire

- IA 4 – Flood

- IA 5 – Severe Weather (including Landslides)

- IA 6 – Volcano

- IA 7 – Hazardous Materials (Accidental Release)

- IA 8 – Public Health Incident

- IA 9 – Terrorism

- IA 10 – Transportation Accident

- IA 11 – Utility Failure

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

1.5   Relationship to Other Plans

1.5.1   Federal Plans

The following federal plans guide emergency preparedness, response and recovery at the federal level and provide support and guidance for state and local operations:

- **Presidential Policy Directive 8.** Describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.

- **National Preparedness Goal.** Describes the Nation's security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.

- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.

- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.

- **National Response Framework.** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from

the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

■ **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted States, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1.5.2 State Plans

The following State plans guide emergency preparedness, response, and recovery at the State level and provide support and guidance for local operations:

■ **State Emergency Management Plan.** The State Emergency Management Plan consists of three volumes:

- *Volume I: Preparedness and Mitigation* includes the plans and guidance necessary for the State to prepare for and mitigate the effects of a disaster. It includes the state disaster hazard assessment, exercise and training programs, and plans to lessen the physical effects of a disaster to citizens, the environment, and property. Volume I also includes the following homeland security specific activities:

  ⬥ Homeland Security State Strategy

  ⬥ Program Capability Review

  ⬥ Annual Enhancement Plan

  ⬥ NIMS Compliance Program

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

- *Volume III: Relief and Recovery* provides guidance, process, and rules for assisting Oregonians with recovering from the effects of a disaster. It includes procedures to be used by government, businesses, and citizens.

■ **Cascadia Subduction Zone Catastrophic Operations Plan.** Describes the roles and responsibilities of State agencies in addressing

emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.

■ **State Debris Management Plan.** Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.

■ **Mount Hood Coordination Plan.** Outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.

■ **State Emergency Alert System Plan.** Mandated by the Federal Communications Commission, this document outlines the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for Oregon State broadcasters and cable television operators, and State and local entities authorized to use the EAS, to determine distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies.

1.5.3 County Plans

The City relies on the County for many critical services during an emergency, so it is vital for the City to be familiar with the County's plans and how they link with City emergency plans.

■ **Morrow County Emergency Operations Plan.** An all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, and private-sector partners.

■ **Morrow County Pre-Disaster Mitigation Plan.** Creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Mitigation plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

■ **Public Health Emergency Preparedness Program.** The Morrow County Public Health Department is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including

communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.

1.5.4 City Plans

Similar to the County's plan, the City EOP is part of a suite of plans that address various elements of the City's emergency management program. While the EOP is focused on short-term recovery, other plans address the City's approach to mitigation, continuity, and other aspects of emergency management. These plans, listed below, work in concert with the City EOP:

- **Continuity of Operations (COOP) Plan** – The City has not formalized a COOP plan to date.

- **Hazard Mitigation Plan** – the City is included as an annex within the Morrow County Pre-Disaster Mitigation Plan.

- **Water System Emergency Plan** (in progress) – the City Maintenance Department has completed a water system specific emergency plan.

1.5.5 Support Agency Plans

The City is supported by a number of partner agencies. To the greatest extent possible, the City encourages support agencies to design their plans to complement the City EOP, and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages. Supporting agency plans include:

- **Ione Community School Emergency Operating Plan**, update in progress.

- **Morrow County Community Wildfire Protection Plan.**

1.6 Authorities

1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, Oregon Revised Statutes (ORS) Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a State of Emergency.

The City does not have an office or division of emergency management services separate from its existing departments. However, for the purposes of this plan and consistency with the County and State plans, the City's emergency

management structure will be referred to generally as the City Emergency Management Organization (EMO), though no formal organization exists. The City EMO will:

- Coordinate planning activities necessary to prepare and maintain the City EOP.

- Manage and maintain the City EOC, from which City officials can coordinate emergency and disaster response activities.

- Establish an Incident Command structure for management of incidents by all local emergency service agencies.

- Coordinate with County and State agencies, as well as other private, nonprofit, volunteer, and faith-based organizations, to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the City Council has been identified as the lead agency in the EMO. A pre-designated Council Member has been given the collateral title of Emergency Manager and has authority and responsibility for the organization, administration, and operation of the EMO. The Emergency Manager may delegate any of these activities to designees, as appropriate.

The City EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for the City have been or will be developed and formalized by the City department heads. Procedures and training have been developed for the Ione Rural Fire Protection District and Morrow County Sheriff's Office.

Table 1-2 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-2	**Legal Authorities**
Federal	

— Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
— Public Law 107-296 The Homeland Security Act of 2002
— Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
— Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
— Presidential Policy Directive 8: National Preparedness (2008)
— Federal Emergency Management Agency (FEMA) Policy
  o FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
  o FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
  o FEMA Incident Management and Support Keystone (January 2011)
  o National Incident Management System (December 2008)
  o National Preparedness Goal (September 2011)
  o FEMA Administrator's Intent (2015-2019)
  o FEMA Strategic Plan 2011-2014
  o Crisis Response and Disaster Resilience 2030 (January 2012)
  o National Response Framework (January 2008)
  o National Disaster Recovery Framework (September 2011)
  o National Disaster Housing Strategy (January 2009)

State of Oregon

— Oregon Revised Statutes (ORS) 401 Emergency Management and Services
— ORS 402 Emergency Mutual Assistance Agreements
— ORS 403 Public Safety Communications System
— ORS 404 Search and Rescue
— Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management

Morrow County

— Resolution R-9 2007 Adoption of NIMS
— Morrow County Emergency Operations Plan, March 2012

City of Ione

— City of Ione Flood Damage Prevention Ordinance 3-2007 and Amendment to Zoning Ordinance 158
— Water System Emergency Plan, *in progress*.
— City of Ione Emergency Operations Plan, 2014.

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See individual FAs for existing mutual aid agreements.

Copies of these documents can be accessed through the City Recorder at City Hall. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

Based on local ordinances and State statutes, a local declaration by the City Council allows for flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations to meet immediate needs.

- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.

- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.

- Providing specific legal protection for actions initiated under emergency conditions.

- Setting the stage for requesting State and/or federal assistance to augment local resources and capabilities.

- Raising public awareness and encouraging the community to become involved in protecting its resources.

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

1.7.2 City of Ione Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing County, State, or federal disaster assistance. To declare a State of Emergency, the Emergency Manager will call either a regular or a special meeting of the City Council to request a declaration of emergency by the council, or immediately declare an emergency in writing. If the manager declares an emergency, the City Council must ratify that declaration within seven days, or it will expire.

A declaration by the City Council will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

- ■ Describe the nature of the emergency.

- ■ Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within City boundaries.

- ■ Estimate the number of individuals at risk, injured, or killed.

- ■ Describe the actual or likely damage caused by the emergency.

- ■ State the type of assistance or resources required to respond to the emergency.

- ■ Estimate the length of time during which the designated area will remain in an emergency status.

- ■ State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based on the best information available at the time. It may be amended, based on additional information or changes in the situation. The City Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If County, State, or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

EOC Command and General Staff have the following responsibilities in the declaration process:

- ■ **EOC Manager**: Present the package to City Council.

■ **Operations**: Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).

■ **Planning**: Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).

■ **Logistics**: Compile resource requests.

■ **Finance**: Track incident costs, assist in the PDA, and coordinate damage survey activities.

See Appendix B for Incident Command System Forms.

1.7.3 Morrow County Declaration Process

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

If the emergency area is within a City, the Chief Executive(s) of that city must process requests for assistance through the County Emergency Management Office. Requests for a State declaration shall be made by the Executive Officer(s) of the County in which the emergency event is occurring. State assistance will be provided only after a "good faith" effort has been made, local resources are exhausted or nearing depletion and mutual aid agreements have been initiated. Local resources include those available under mutual aid or through the County.

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

■ County Court order declaring an emergency (see Appendix A for sample Disaster Declaration Forms), including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster.

■ Supporting documentation or findings as determined necessary by the Chair of the County Court, or successor.

■ Letter to the Governor advising of the County's declaration and the request for a State declaration as appropriate, as well as any requests for assistance.

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

Requests for State/Federal assistance need to include:

- Language stating that local and County mutual aid resources are depleted or nearly so.

- Specific assistance requirements to be requested (e.g., type and quantity of equipment needed, purpose for which it is needed, and location of the area in need). It may be necessary to include multiple requests on the same declaration. Requests should be as detailed as possible and explain the requested mission, not the entity that could provide the requested resources.

- Expected duration of the event or expected time required to gain control.

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

1.7.4 State Assistance

The OEM Operations Officer coordinates with the agencies represented in the State Emergency Coordination Center to determine the best way to support local government requests. Local government requests will be made by the Morrow County Emergency Manager on behalf of the City. The State Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the Morrow County or City of Ione EMO or to the on-scene Incident Commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

1.7.5 Federal Assistance

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

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, federal assistance may be requested. OEM coordinates all requests for federal assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the National Response Framework.

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-3 presents the policy and operational lines of succession during an emergency for the City. Order of succession guidelines for emergency coordination and emergency policy and governance are kept with other vital records at the City Hall (EOC).

Table 1-3 City Lines of Succession	
Emergency Coordination	**Emergency Policy and Governance**
1. Emergency Manager 2. City Recorder 3. Mayor	1. Mayor 2. Council members (order of seniority)

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in each department head's office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing continuity of government and operations plans to ensure continued delivery of essential functions during an emergency.

1.8.2 Preservation of Vital Records

The City has developed a vital records packet for use during emergency events. This packet contains records essential to executing emergency functions, including this EOP, emergency operating records essential to the continued function of the City EMO, and a current call-down list.

Each City department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are rights and interests records, systems, and equipment that, if irretrievable, lost, or damaged,

will materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

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

The Mayor or City Council Chair is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations through the City Emergency Manager. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State.

In the case of emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Ione Rural Fire Protection District Chief and County Fire Defense Board Chief assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via the Oregon Emergency Response System (OERS). The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.9.2 Financial Management

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

- The City Council will meet in emergency session to decide how to respond to the emergency funding needs.

- The City Council will declare a State of Emergency and request assistance through the County.

- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the Emergency Manager (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.

- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the City Hall and managed by the City Recorder to identify budgetary shortfalls. The Mayor will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests. During activation of the City EOC, financial management will be handled by the Finance Section, which will be staffed by the City Recorder.

1.9.3 Legal Support and Liability Issues

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

1.9.4 Reporting and Documentation

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

- Incident and damage assessment reports

- Incident Command logs

- Cost recovery forms

- Incident critiques and After Action Reports (AARs)

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable.

Notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration, in coordination with the Oregon Health Authority, may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 – Public Health and in the Morrow County Public Health Response Plan.

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

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing COOP planning.

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2 | Situation and Planning Assumptions

2.1 Situation

The City of Ione is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the City may be exposed include droughts, floods, wildfires, and winter storms. The threat of a technological or human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

The City of Ione was incorporated in 1903. The City was originally called Stansbury Flat, for George W. Stansbury, one of the first white settlers in the area. It was later renamed to Ione in honor of Henry Ione, a Jewish pioneer who opened the first general store in the City in 1873. The City is located in north central Oregon and has a total area of 1.2 square miles. The City is located on Highway 74, approximately 18 miles from the City of Heppner and 173 miles from Portland.

The City of Ione's geography and climate, demographics and housing, education, transportation, and community events are identified in the following sections. Information contained in this community profile was provided by the U.S. Census Bureau, Oregon Blue Book, and the City of Ione.

2.1.1.1 Geography and Climate

The City's natural features make the environment and population vulnerable to natural disasters. The City is situated along Willow Creek in the Columbia Basin at an elevation of 1,080 feet above sea level. The City is bordered on all sides by unincorporated Morrow County (Figures 2-1 and 2-2). Average monthly temperatures range from a high of 85 degrees Fahrenheit (°F) to a low of 26°F. Average annual precipitation is 14 inches, with the wettest month in November and the driest month in July (measured in the nearby city of Heppner).

2.1.1.2 Demographics

History has shown that 80% of the burden following a disaster falls on the public; of which a disproportionate share is borne by vulnerable populations. For emergency planning purposes, children, elderly adults, the disabled, people whose primary language is not English, and low income residents are considered

vulnerable populations. To aid in emergency planning, demographic information for the City is provided below.

Based on the 2010 census, 329 people are estimated to reside in the City. Of the total population, approximately 25% are under 18 years of age, 5.2% are under 5 years of age, and 14.6% of the total population are 65 years of age or older. According to the 2008–2012 American Community Survey five-year estimates, approximately 13.7% of the population within Morrow County speak English less than "very well," and 15.7% of the total civilian non-institutionalized population are considered to be disabled. Approximately 13.8% of all families and 15.5% of the total population within the County had incomes below the poverty level in the past year.

According to the 2008–2012 American Community Survey five-year estimates, the County has approximately 4,448 total housing units. Of these housing units, approximately 24.8% were built before 1960, and approximately 28.6% are mobile homes, boats, recreational vehicles (RVs), or vans. Older buildings tend to sustain greater damage from natural disasters due to fewer building codes, lack of earthquake resistant designs (developed in the late 1960's), and lack of FEMA floodplain mapping (developed in the 1970s). More advanced seismic building codes were implemented in 1980; approximately 52.4% of the County's housing stock was built before 1980. Mobile homes are generally more prone to wind and water damage than standard stick-built homes.

2.1.1.3 Economy

The principal industries in the County today are agriculture, food processing, lumber, livestock, and recreation. In 2002, the four largest employers in the City of Ione were the Ione Community School, Columbia Basin Electric Co-Op, Miller and Sons Welding, and the Heppner Gazette-Times.

2.1.1.4 Education

The City of Ione is served by the Ione School District which oversees the Ione Community School.

2.1.1.5 Transportation

Major transportation routes through the City of Ione include Oregon State Routes 74, 206, and 207.

2.1.1.6 Community Events

Community events that bring an influx of people to the City may influence the City's ability to respond to emergencies. These events include the many festivals that may require increased City services or limit access to and from portions of the City. These festivals and community events include:

- **Independence Day Celebration** – occurs July 4th. 2–3,000 people celebrate within the City of Ione.

■ **Elk Season** – occurs during the fall. The City of Ione is on the main transportation route to hunting areas.

Figure 2-1   Map of City of Ione
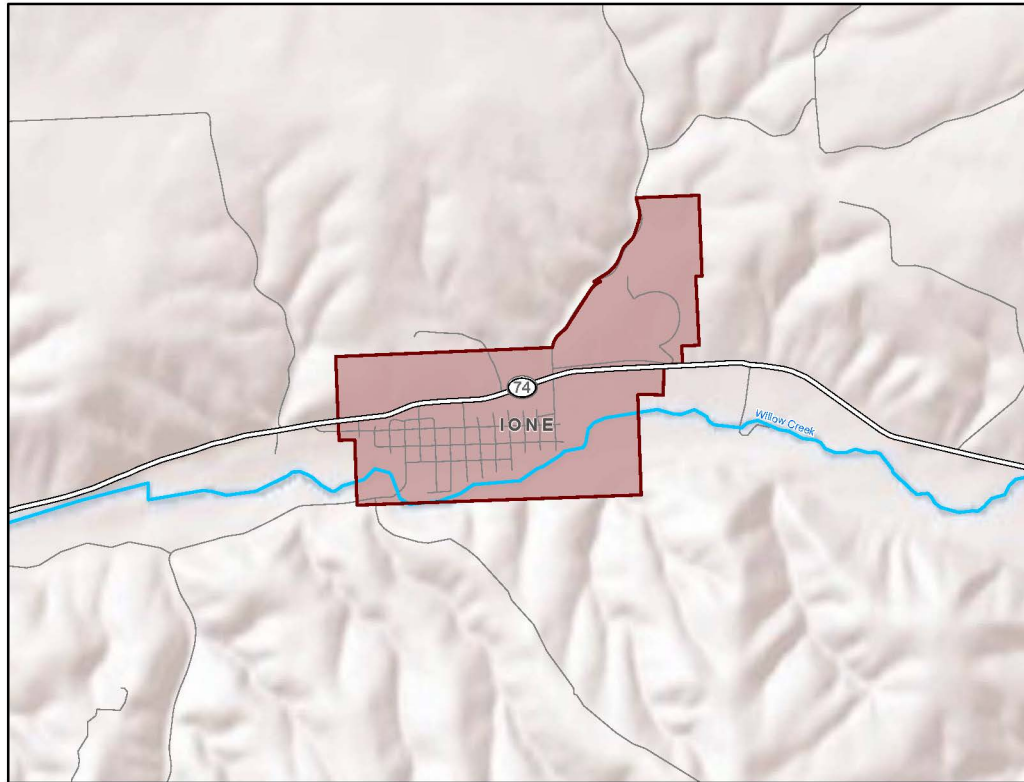
Figure 2-2   Map of Morrow County
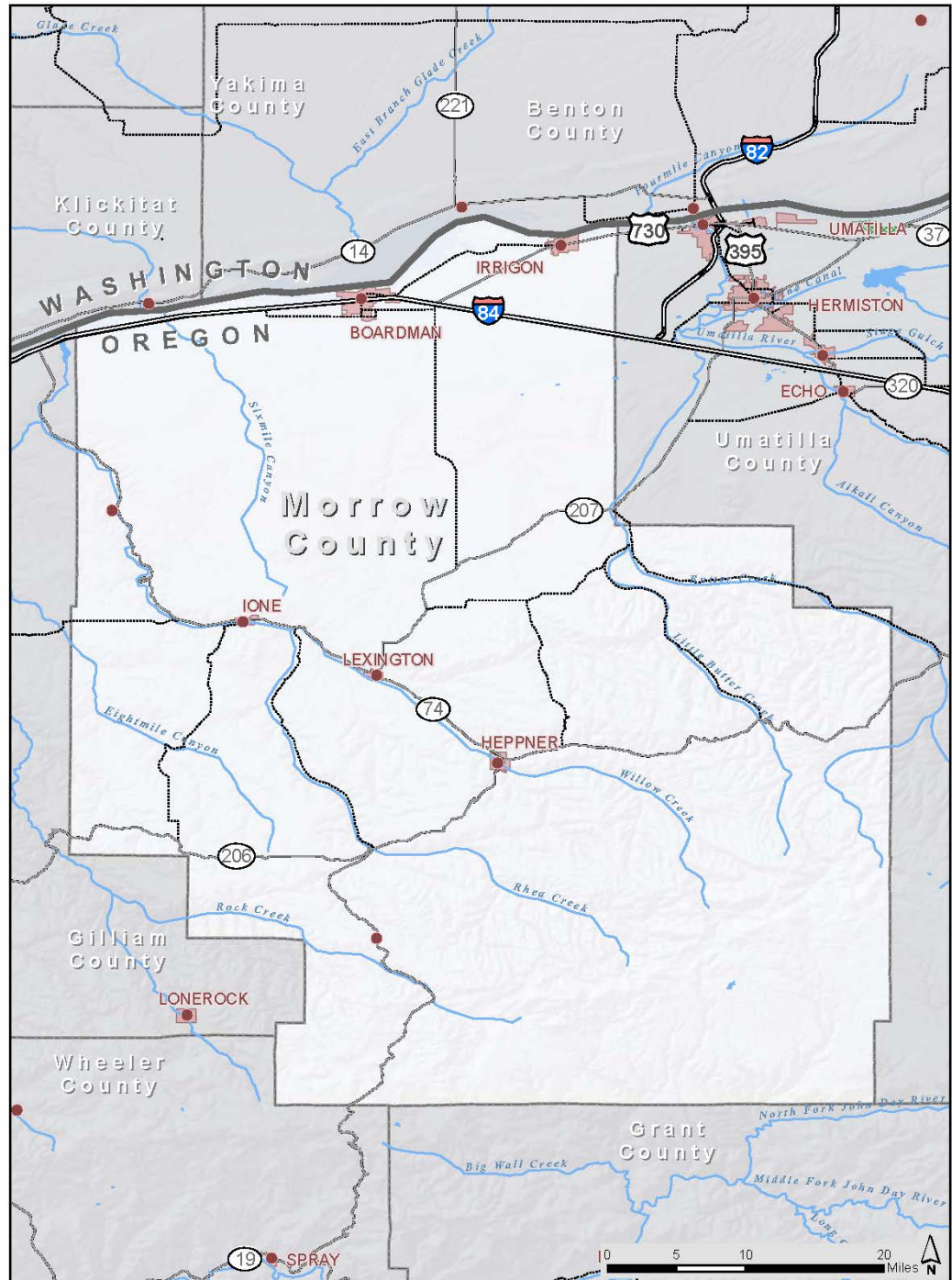
2.1.2   Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats, as described below:

- ■   **Natural Hazards**: Result from acts of nature.

- ■   **Technological Hazards:** Result from accidents or failures of systems and structures.

- ■   **Human-Caused/Adversarial Threats**: Result from intentional actions of an adversary.

Table 2-1 identifies the hazard/threat most likely to impact the City based on the community's vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-1   Identified Threats/Hazards

Natural	Technological	Human-Caused / Adversarial Threats

• Drought
• Earthquake
• Fire (wildland-urban interface)
• Flood (flash flood)
• Volcanic hazards
• Windstorm
• Winter Storm
• Disease Outbreak: Human
• Disease Outbreak: Animal
	• Hazardous Materials Incident
	• Urban Conflagration
	• Wide-area Electricity Outage
		• Enemy Attack
		• Multiple Victim Shooting
		• Riot
		• Sabotage
		• Violent Extremism
		• Bomb Detonations
		• Terrorist Acts
		  o Eco-terrorism
		  o Bio-terrorism

See the Morrow County Pre-Disaster Mitigation Plan for more information regarding natural hazards for the area.

2.1.2.1 Drought

Droughts are not uncommon in the State of Oregon, including Morrow County. Morrow County and the City of Ione are subject to drought at all times of the year. Droughts appear to be cyclic in nature, and they can have a profound effect on the State's economy, particularly the hydro-power and agricultural sectors. The environmental consequences of this hazard also are far-reaching. They include insect infestations in Oregon forests and the lack of water to support endangered fish species. The State addresses drought emergencies through an

interagency (State/Federal) Oregon Drought Council. This council meets to discuss forecasts and advise the Governor as the need arises.

2.1.2.2 Earthquake

The geographical position of the City makes it susceptible to earthquakes from four sources: (1) the off-shore Cascadia Fault Zone, (2) deep intra-plate events within the subducting Juan de Fuca plate, (3) shallow crustal events within the North America Plate, and (4) renewed volcanic activity. All of these sources have some connection to the subducting of the dense, oceanic Juan de Fuca Plate under the lighter, continental North America Plate. Geological stresses occur because of this movement, and there appears to be a link between the subducting plate and the formation of volcanoes some distance inland from the off-shore fault zone.

2.1.2.3 Fire (Wildland/Urban Interface)

Oregon has a very lengthy history of fire in the undeveloped wildland and the developing urban/wildland interface. Wildfires are the uncontrolled burning of forest, brush, or grassland. These fires can result from natural causes (such as lightning strikes), mechanical failure (as with the Oxbow Fire), or human activity (such as unattended campfire, debris burning, or arson).

2.1.2.4 Flood (including flash flood)

The City of Ione is subject to a variety of flood conditions. The most common type of flooding is associated with unseasonably warm weather during the winter months, which quickly melts high-elevation snow. This condition has produced devastating floods throughout the region. The warm weather events usually occur in December through February and can affect the entire State. Flash floods are almost always a summer phenomenon and are associated with intense local thunderstorms. The flash flood of June 1903 in the City of Ione is a benchmark event. With 247 fatalities, it is the most lethal flood in Oregon to date. The City's vulnerability to flash flood hazards has since been reduced through the construction of the Willow Creek Dam. The region's other flood events are linked to normal seasonal snowmelt and run-off from agricultural fields.

2.1.2.5 Severe Weather

Windstorms

Windstorms are experienced throughout the Columbia River Gorge, including areas near the gorge such as the City of Ione. Special building code standards due to extreme wind conditions include requirements for manufactured homes within 30 miles of the Columbia River to have special anchoring (i.e., tie-down; Morrow County Section 307: Wind Resistance).

Winter Storms

Cold winter conditions occur regularly throughout Morrow County. Drifting, blowing snow and icy conditions could bring highway traffic to a standstill or result in road closures. In these situations, travelers may seek accommodations in

the City of Ione, where lodging is very limited. Local residents also experience problems. During the winter, heat, food, and the care of livestock are everyday concerns for City residents. Access to farms and ranches can be extremely difficult and presents a serious challenge to the emergency response community.

2.1.2.6 Hazardous Materials Incident

Hazardous materials shipped along Oregon State Route 74 may pose a threat to persons and property in the City. Additionally facilities within the City may utilize and store hazardous chemicals that pose a threat to surrounding persons and property.

2.1.2.7 Public Health Incident

The City is subject to the threat of non-terrorist-originated diseases such as those associated with the Spanish Influenza epidemic of 1918, West Nile Virus, and Severe Acute Respiratory Syndrome (SARS).

2.1.2.8 Terrorism

Morrow County is vulnerable to terrorist-related attacks of communicable diseases, including smallpox, anthrax, plague, and hoof and mouth disease. Due to the presence of large ranching and dairy operations within the County, cross-species infections are of particular concern to the City.

2.1.2.9 Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the City. These hazards include:

- **Volcano.** A volcanic eruption in the Cascade Range area may result in airborne tephra and residents traveling through the City to escape its effects. Mount Saint Helens remains a probable source of airborne tephra.

- **Terrorism.** Morrow County has identified a number of terrorist targets (refer to section 2.1.2.10 of the Morrow County Emergency Operations Plan). Attacks on these targets could indirectly impact the City of Ione from residents, visitors, and traffic routed through the City to escape the effects of an attack.

- **Radiological Incident.** Energy Northwest's Columbia Generating Station is a nuclear power plant located 14 miles northwest of Richland, Washington, and 100 miles northwest from Ione. Release of radioactive material from the plant could indirectly impact the City of Ione from residents, visitors, and traffic routed through the City to avoid radiation.

- **Hazardous Materials Incident.** An anhydrous ammonia plant located on Oregon State Route 74 may result in a hazardous materials

incident affecting the City of Ione, as well as restrict ingress and egress from the City.

■ **Explosion and Fire**. A natural gas pipeline and a fuel tank farm are located outside of the City. Incidents at these locations may affect the City of Ione, as well as restrict ingress and egress from the City.

2.1.3 Hazard Analysis

A hazard analysis has not been completed by the City of Ione or Morrow County Emergency Manager. Once complete, the Hazard Analysis will identify the relative risk posed to the City by each of the hazards and threats described above, in order to ensure that high priority hazards are addressed in the City's hazard mitigation planning, emergency response, and recovery procedures.

2.1.4 Capability Assessment

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

The City has not defined its core capabilities in accordance with the National Preparedness Goal or undertaken a formal capabilities assessment to date. Should an assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low impact systematic approach to evaluate the City's emergency plan and capability to respond to hazards.

Figure 2-3   Core Capabilities List
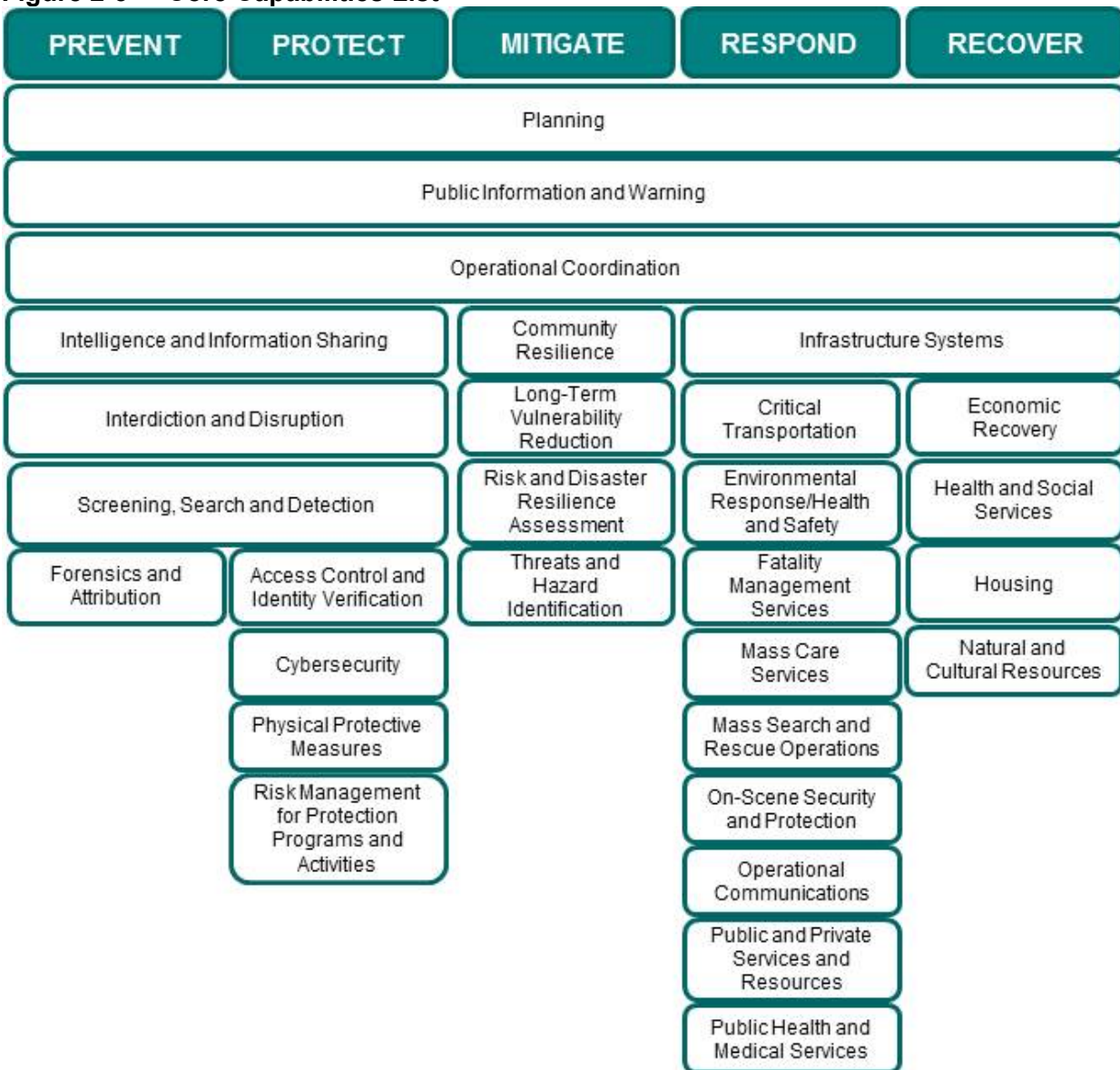
2.1.5 Protection of Critical Infrastructure and Key Resources

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

Key facilities that should be considered in infrastructure protection planning include:

■ Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.

■ Government facilities, such as departments, agencies, and administrative offices.

■ Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.

■ County Sheriff's Office, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.

■ Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events

■ Communications and cyber systems, assets and networks such as secure City servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

■ Essential City services will be maintained as long as conditions permit.

■ An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.

■ All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.

■ Each responding City and County agency will utilize existing directives and procedures in responding to major emergencies and disasters.

■ Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.

■ County support of City emergency operations will be based on the principle of self-help. The City will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.

■ Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.

■ Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.

■ All or part of the City may be affected by environmental and technological emergencies.

■ The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.

■ A terrorist-related incident or attack may occur without warning. If such an attack occurs, the City could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.

■ Outside assistance will be available in most major emergency/disaster situations that affect the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.

■ Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State-declared emergency.

■ City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:

- Familiar with established policies and procedures

- Assigned pre-designated tasks

- Provided with assembly instructions

- Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

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3 Roles and Responsibilities

3.1 General

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

The County Emergency Manager is responsible for emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities. The mayor or other designated official (pursuant to city charter or ordinance) of each incorporated City is responsible for emergency management planning and operations for that jurisdiction. Responsibilities may be shared with County Emergency Management under mutual agreement.

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

3.2 Emergency Management Organization

Under the City EMO structure, a pre-designated City Council member will act as the Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout this plan to further clarify the City's emergency management structure.

The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other City staff. These delegations of authority and limitations to authority should be documented within the incident log. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the City is divided into two general groups, organized by function—the Executive Group and Emergency Response Agencies.

3.2.1 Executive Group

The Executive Group may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities. Key general responsibilities for local elected and appointed officials include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.

- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.

- Understanding and implementing laws and regulations that support emergency management and response.

- Ensuring that local emergency plans take into account the needs of:

  - The jurisdiction, including persons, property, and structures

  - Vulnerable populations, including unaccompanied children and those with service animals

  - Individuals with household pets

- Leading and encouraging all citizens (including vulnerable populations) to take preparedness actions.

- Encouraging residents to participate in volunteer organizations and training courses.

3.2.1.1 City Council

The ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the council will provide elected liaison with the community and other jurisdictions. In the event that declaration of emergency is needed, the Mayor (or designee) will initiate and terminate the State of Emergency through a declaration ratified by the council.

General responsibilities of the City Council include:

- Establishing emergency management authority by city ordinance.

■ Adopting an EOP and other emergency management–related resolutions.

■ Declaring a State of Emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.

■ Acting as liaison to the community during activation of the EOC.

■ Acting on emergency funding needs.

■ Attending Public Information Officer (PIO) briefings.

3.2.1.2 Mayor

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

■ Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.

■ Supporting the overall preparedness program in terms of its budgetary and organizational requirements.

■ Implementing the policies and decisions of the governing body.

■ Ensuring, through the City Recorder, that plans are in place to protect and preserve City records.

3.2.1.3 Emergency Manager

A pre-designated City Council member serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

■ Serving as staff advisor to the Mayor and City Council for emergency matters.

■ Coordinating the planning and general preparedness activities of the government and maintenance of this plan.

■ Analyzing the emergency skills required and arranging the training necessary to provide those skills.

- Preparing and maintaining a resource inventory (including call-down lists).

- Ensuring the operational capability of the City EOC.

- Activating the City EOC.

- Keeping the governing body apprised of the City's preparedness status and anticipated needs.

- Serving as day-to-day liaison between the City and County Emergency Management.

- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 City Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. City department and agency heads and their staffs develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They also make staff available to participate in interagency training and exercise to develop and maintain the necessary capabilities, as well as clearly reinforce preparedness expectations. Department and agency heads not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the Mayor.

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, the majority of City departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All City departments are responsible for:

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

- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Council, Emergency Manager and City Recorder.

- Developing alert and notification procedures for department personnel.

- Developing guidelines to implement assigned duties specified by this plan.

■ Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.

■ Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.

■ Notifying the Emergency Manager of resource shortfalls.

■ Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.

■ Assigning personnel to the EOC, as charged by this plan.

■ Developing and implementing procedures for protecting vital records, materials, and facilities.

■ Promoting family preparedness among employees.

■ Ensuring that staff complete required training (including required NIMS and ICS training).

■ Dedicating staff time for participation in training exercises.

■ Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and public health, environmental health, and maintenance departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

■ **Primary Agency(s)**

● Identify lead agencies for emergency functions based on the agency's coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing incident activities. Primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies.

■ **Supporting Agency(s)**

● Identify agencies with substantial support roles during major incidents.

3.2.3.1 Transportation

Primary Agency: City Emergency Manager
Supporting Agencies: County Public Works Department

Transportation-related responsibilities include:

■ Monitoring and reporting the status of and any damage to the City's transportation system and infrastructure.

■ Identifying temporary alternative transportation solutions that can be implemented by others when City systems or infrastructure are damaged, unavailable, or overwhelmed.

■ Coordinating the restoration and recovery of City transportation systems and infrastructure.

■ Coordinating support of emergency operations activities among transportation stakeholders within the City's authorities and resources limitations.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more details.

3.2.3.2 Communications

Primary Agency: City Recorder and Department Heads
Supporting Agencies: County Sheriff's Office and 9-1-1 Dispatch

Alert and Warning

Responsibilities related to alert and warning include:

■ Monitoring emergency communications networks.

■ Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Manager, or PIO.

■ Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication-related responsibilities include:

■ Establishing and maintaining emergency communications systems.

- Coordinating the use of all public and private communication systems necessary during emergencies.

- Managing and coordinating all emergency communication within the EOC, once activated.

- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

See FA 1 – Emergency Services and the County EOP, ESF 2 – Communications for more details.

3.2.3.3 Public Works and Engineering

Primary Agency: Maintenance Department
Supporting Agencies: County Public Works Department

Responsibilities related to public works and engineering include:

- Conducting pre-incident and post-incident assessments of public infrastructure.

- Executing emergency contract support for life-saving and life-sustaining services.

- Coordinating repair of damaged public infrastructure and critical facilities.

- Coordinating repair and restoration of the City's critical infrastructure.

- Coordinating disaster debris management activities.

See FA 3 – Infrastructure Services and the County EOP, ESF 3 – Public Works and Engineering for more details.

3.2.3.4 Firefighting

Primary Agency: Ione Rural Fire Protection District
Supporting Agencies: Mutual Aid Partners

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.

- Performing life-safety inspections and recommendations for activated emergency shelters.

See FA 1 – Emergency Services and the County EOP, ESF 4 – Firefighting for more details.

3.2.3.5 Emergency Management

Primary Agency: City Emergency Manager, City Recorder
Supporting Agencies: County Sheriff's Office

Emergency Operations Center

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

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

■ Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.

■ Maintaining contact with neighboring jurisdictions and the County EOC.

■ Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.

■ Requesting department representatives (by title) to report to the EOC and developing procedures for crisis training.

■ Ensuring that EOC personnel operate in accordance with ICS.

■ Ensuring accurate record keeping.

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

See Chapter 5 – Command and Control, FA 1 – Emergency Services, and the County EOP Basic Plan and ESF 5 – Emergency Management for more details.

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

Primary Agency: City Emergency Manager
Supporting Agencies: County Emergency Manager

The City relies on the support of the County to provide shelter and mass care services and has adopted the procedures outlined in the County EOP. The

Morrow County Public Health Department, with support from the Oregon Trail Chapter of the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources. Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.

- Maintaining and implementing procedures for the care and shelter of animals in an emergency.

- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.

- Coordinating with faith-based organizations and other volunteer agencies.

- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).

- Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).

- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).

- Coordinating operation of shelter facilities operated by the City or County, local volunteers, or organized disaster relief agencies such as the Red Cross.

- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

See FA 2 – Human Services and the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources for more details.

3.2.3.7 Logistics Management and Resource Support

Primary Agency: City Emergency Manager
Supporting Agencies: County Finance Department, County Sheriff's Office

Responsibilities related to logistics management and resource support include:

■ Establishing procedures for employing temporary personnel for disaster operations.

■ Establishing and maintaining a staffing reserve, in cooperation with law enforcement.

■ Coordinating deployment of reserve personnel to City departments requiring augmentation.

■ Establishing emergency purchasing procedures and/or a disaster contingency fund.

■ Maintaining records of emergency-related expenditures for purchases and personnel.

See FA 1 – Emergency Services and the County EOP, ESF 7 – Logistics Management and Resource Support for more details.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

Primary Agency: City Emergency Manager
Supporting Agencies: County Public Health Department

The City relies on the County to provide public health and human services. The County Health Department Director is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 8 – Public Health and Medical Services.

Responsibilities related to public health include:

■ Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.

- Coordinating public health surveillance.

- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.

- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.

- Coordinating isolation and/or quarantine actions, as needed and permitted.

- Coordinating dissemination of public health information.

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See FA 2 – Human Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

Emergency Medical Services

Primary Agency: County Health District
Supporting Agencies: County Public Health Department

EMS-related responsibilities include:

- Providing emergency medical care and transport.

- Coordinating EMS resources.

- Requesting additional EMS assets as necessary.

See FA 1 – Emergency Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

3.2.3.9 Search and Rescue

Primary Agency: County Sheriff's Office

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.

- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.

- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.

■ Establishing and monitoring training standards for certification of search and rescue personnel.

See FA 1 – Emergency Services and the County EOP, ESF 9 – Search and Rescue for more details.

3.2.3.10   Oil and Hazardous Materials Response

Hazardous Materials Response

Primary Agency: Ione Rural Fire Protection District, State Fire Marshal
     Regional Hazardous Materials Team (Hermiston/LaGrande)
Supporting Agencies: County Sheriff's Office

Responsibilities related to oil and hazardous materials include:

■ Conducting oil and hazardous materials response (chemical, biological, etc.).

■ Providing remote consultation, as needed.

■ Assessing the potential health effects of a hazardous materials release.

■ Identifying the needs for hazardous materials incident support from regional and State agencies.

■ Recommending protective actions related to hazardous materials.

■ Conducting environmental short- and long-term cleanup.

Radiological Protection

Primary Agency: Oregon Health Authority, Radiation Protection Services
Supporting Agencies: Oregon State Fire Marshal Regional HazMat Team
     (Hermiston/LaGrande)

Responsibilities related to radiological protection include:

■ Providing localized radiological monitoring and reporting network, when necessary.

■ Securing initial and refresher training for instructors and monitors.

■ Providing input to the Statewide monitoring and reporting system from incident scenes, as necessary.

■ Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by State Radiation Protection Services or the federal government.

■ Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

See FA 1 – Emergency Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more details.

3.2.3.11   Agriculture and Natural Resources

Primary Agency: Emergency Manager
Supporting Agencies: County Health Department

Responsibilities related to agriculture and natural resources include:

■ Providing nutrition assistance.

■ Conducting animal and plant disease and pest response.

■ Monitoring food safety and security.

■ Providing natural and cultural resources and historic properties protection and restoration.

■ Coordinating with pet-owners in protecting the safety and well-being of household pets.

See FA 2 – Human Services and the County EOP, ESF 11 – Agriculture and Natural Resources for more details.

3.2.3.12   Energy and Utilities

Primary Agency: Emergency Manager, Maintenance Supervisor
Supporting Agencies: County Public Works Department

Responsibilities related to energy and utilities include:

■ Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.

■ Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.

■ Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/ critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See FA 3 – Infrastructure Services and the County EOP, ESF 12 – Energy for more details.

3.2.3.13   Law Enforcement Services

Primary Agency: County Sheriff's Office

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.

- Providing law enforcement and criminal investigation.

- Providing traffic control, crowd control, and site security.

- Isolating damaged areas.

- Providing damage reconnaissance and reporting.

See FA 1 – Emergency Services and the County EOP, ESF 13 – Public Safety and Security for more information.

3.2.3.14   Recovery

Primary Agency: City Emergency Manager, Mayor
Supporting Agencies: County Sheriff's Office

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.

- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.

- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.

- Coordinating logistics management and resource support, providing assistance as needed.

- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the City.

- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

See FA 4 – Recovery Strategy and the County EOP, ESF 14 – Long-Term Community Recovery for more details.

3.2.3.15   External Affairs

Primary Agency: Mayor
Supporting Agencies: County Sheriff's Office

Responsibilities related to external affairs include:

■ Conducting ongoing hazard awareness and public education programs.

■ Compiling and preparing emergency information for the public in case of emergency.

■ Coordinating with other agencies to ensure consistency of education and emergency information.

■ Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.

■ Securing printed and photographic documentation of the disaster situation.

■ Handling unscheduled inquiries from the media and the public.

■ Being aware of non-English-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

■ Monitoring the media and correcting misinformation.

■ Overseeing and providing information to call-takers who receive requests for assistance from the public.

See FA 1 – Emergency Services and the County EOP, ESF 15 – External Affairs for more details.

3.2.3.16   Evacuation and Population Protection

Primary Agency: County Sheriff's Office

Responsibilities related to evacuation and population protection include:

■ Defining responsibilities of City departments and private-sector groups.

■ Identifying high-hazard areas and corresponding numbers of potential evacuees.

■ Coordinating evacuation planning, including:

● Movement control

● Health and medical requirements

- Transportation needs

- Emergency Public Information materials

- Shelter and reception location

■ Developing procedures for sheltering in place.

■ Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

■ Providing guidance on commuting arrangements for essential workers during the evacuation period.

■ Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.

■ Conducting evacuation in accordance with City policy.

■ If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

See FA 1 – Emergency Services for more details.

3.2.3.17   Damage Assessment

Primary Agency: County Assessor

Responsibilities related to damage assessment include:

■ Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.

■ Training and providing damage plotting team members to the EOC.

■ Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.

■ Assisting in determining the geographic extent of the damaged area.

■ Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See FA 4 – Recovery Strategy for more details.

3.2.3.18   Legal Services

Primary Agency: contract legal services, as needed

Responsibilities related to legal services include:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:

    - Implement wage, price, and rent controls

    - Establish rationing of critical resources

    - Establish curfews

    - Restrict or deny access

    - Specify routes of egress

    - Limit or restrict use of water or other utilities

    - Remove debris from publicly or privately owned property

- Reviewing and advising City officials in determining how the City can pursue critical objectives while minimizing potential exposure.

- Preparing and recommending local legislation to implement emergency powers when required.

- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

3.2.3.19   Volunteer and Donation Management

Primary Agency: City Recorder, Mayor

Government-Sponsored/Organized Volunteers

Responding to incidents frequently exceeds the City's resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERTs), Red Cross, Fire Corps and/or Medical Reserve Corps, and volunteers associated with the faith-based community provide vital support to emergency response agencies in completing their assigned tasks.

Unaffiliated Volunteers and Donations

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers

and donated goods into its response activities. The City Recorder or Mayor will direct unaffiliated volunteers so that they may be incorporated into the response effort.

3.2.2.20　Coordination with Special Facilities

Primary Agency: City Emergency Manager

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.

- Encouraging staff preparedness by participating in planning, training, and exercises.

- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.

- Preparing and maintaining emergency plans and SOPs.

3.2.3.21　Other Agency Responsibilities

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

3.3　Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the County, service organizations, and the private sector.

3.3.1　Private Sector

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

- Planning for the protection of employees, infrastructure, and facilities.

- Planning for the protection of information and the continuity of business operations.

■ Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.

■ Collaborating with City personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.

■ Developing and exercising emergency plans before an incident occurs.

■ Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.

■ Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental and Faith-Based Organizations

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

The roles of nongovernmental and faith-based organizations in an emergency may include:

■ Training and managing volunteer resources.

■ Identifying shelter locations and needed supplies.

■ Providing critical emergency services to those in need, such as cleaning supplies, clothing, food, shelter, and assistance with post-emergency cleanup.

■ Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

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

■ Reducing hazards in their homes.

■ Preparing emergency supply kits and household emergency plans that consider all members of the household, including children and pets.

■ Monitoring emergency communications carefully.

■ Volunteering with established organizations.

■ Enrolling in emergency response training courses.

■ Encouraging children to participate in preparedness activities.

3.4   County Response Partners

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

See the County Emergency Operations Plan for details on the County's emergency management organization and detailed roles and responsibilities for County departments.

3.5   State Response Partners

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

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

See the State of Oregon Emergency Operations Plan for details on the State's emergency management organization and detailed roles and responsibilities for State departments.

3.6   Federal Response Partners

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

resources at the federal level follow the Oregon Emergency Management Plan and, if necessary, the NRF.

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

Table 3-1   Primary and Support Agencies by Function

Key: P – Primary; S – Support

Related County Annexes	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works and Engineering	ESF 4 Firefighting	ESF 5 Emergency Management	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 7 Logistics Management and Resource Support	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 10 Oil and Hazardous Materials	ESF 11 Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
City of Ione																				
City Recorder		P			P														P	
Emergency Manager	P				P	P	P	P			P	P		P						P
Maintenance Department			P									P								
Mayor													P		P				P	
Morrow County																				
Assessor																	P			
Emergency Manager					S															
Finance Department						S														
Public Health Department								S			S									
Public Works Department	S		S									S								
Sheriff's Office		S			S		S		P	S			P	S	S	P				
Special Districts																				
9-1-1 Dispatch		S																		

Table 3-1   Primary and Support Agencies by Function

Related County Annexes / Key: P – Primary, S – Support	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works and Engineering	ESF 4 Firefighting	ESF 5 Emergency Management	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 7 Logistics Management and Resource Support	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 10 Oil and Hazardous Materials	ESF 11 Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Ione Rural Fire Protection District				P						P										
Morrow County Health District								P												
Morrow School District #1 (Ione Community School)						S														S
Private/Nonprofit Organizations																				
Amateur Radio Operators		S																		
American Red Cross						S														
Columbia Basin Electric Co-op												S								
Contract Legal Services																		P		
Ione Community Agriculture Business Organization							S												S	

3-23

Table 3-1   Primary and Support Agencies by Function

Related County Annexes / Key: P – Primary, S – Support	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works and Engineering	ESF 4 Firefighting	ESF 5 Emergency Management	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 7 Logistics Management and Resource Support	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 10 Oil and Hazardous Materials	ESF 11 Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
State of Oregon																				
Department of Administrative Services						S							S							
Department of Justice													S							
Governor's Office															S					
Governor's Recovery Planning Cell (Governors Recovery Cabinet)														S						
Office of the State Fire Marshal				S					S	P										
Business Development Department														S						
Department of Agriculture											S									
Department of Energy												S								
Department of Environmental Quality										S										

Table 3-1　　Primary and Support Agencies by Function

Related County Annexes / Key: P – Primary, S – Support	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works and Engineering	ESF 4 Firefighting	ESF 5 Emergency Management	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 7 Logistics Management and Resource Support	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 10 Oil and Hazardous Materials	ESF 11 Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Department of Forestry				S																
Department of Human Services						S		S												
Department of Transportation	S		S																	
Office of Emergency Management		S			S				S					S	S					
Oregon Health Authority						S														
Oregon Military Department							S													
Oregon State Police													S							
Public Utility Commission		S										S								
Federal																				
Department of Agriculture				S							S			S						
Department of Defense			S						S											
Department of Energy												S								

Table 3-1   Primary and Support Agencies by Function

Related County Annexes — Key: P – Primary, S – Support	ESF 1 Transportation	ESF 2 Communications	ESF 3 Public Works and Engineering	ESF 4 Firefighting	ESF 5 Emergency Management	ESF 6 Mass Care, Emergency Assistance, Housing, and Human Services	ESF 7 Logistics Management and Resource Support	ESF 8 Public Health and Medical Services	ESF 9 Search and Rescue	ESF 10 Oil and Hazardous Materials	ESF 11 Agriculture and Natural Resources	ESF 12 Energy	ESF 13 Public Safety and Security	ESF 14 Long-Term Community Recovery	ESF 15 External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Department of Health and Human Services								S												
Department of Homeland Security		S	S		S	S	S		S	S				S	S					
Department of Housing and Urban Development														S						
Department of Interior									S		S									
Department of Justice													S							
Department of Transportation	S																			
Environmental Protection Agency										S										
General Services Administration							S													
Small Business Administration														S						

4 Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, law enforcement services, and the maintenance department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the City and emergency response personnel.

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

4.2 Emergency Management Mission Areas

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

Figure 4-1   City of Ione Emergency Management Mission Areas

Prevention
To avoid, intervene, or stop an incident from occurring in order to protect lives and property

Protection
To reduce the vulnerability of Critical Infrastructure and Key Resources by deterring, mitigating, or neutralize terrorist attacks, major disasters, and other emergencies

Mitigation
To comprehensively reduce hazard related losses with the goal of ensuring the safety and security of citizens, infrastructure protection, and economic stability

Response
To address the short-term and direct effects of an incident, including immediate actions to save lives, protect property, and meet basic human needs

Recovery
To restore vital services; personal, social, and economic wellbeing of citizens; and communities to pre-event or updated conditions.

4.3   Response and Recovery Priorities

4.3.1   Response

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

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.

2. **Property:** Efforts to reduce impacts to CIKR and minimize property damage.

3. **Environment:** Efforts to mitigate long-term impacts to the environment.

4.3.2   Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the City. This EOP is not a recovery plan; however,

the City recognizes that response and recovery activities often take place concurrently until the life safety and emergency protective actions are completed.

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

1. **Initial Damage Assessment:** Determine structure impacts to the City.

2. **Debris Removal:** Coordinate debris clearance, collection, and removal.

3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

4.4   Incident Levels

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

4.4.1   Level 1

A Level 1 incident is a minor and localized incident that is quickly resolved within existing City resources or limited outside help. A Level 1 incident has little or no impact on personnel or normal operations outside the locally affected area. Level 1 incidents do not require activation of this EOP or the EOC. Impacted emergency response personnel coordinate directly with their individual departments and each other to resolve the incident.

Examples of Level 1 incidents include small chemical spill, small fire, limited duration power failure, and normal fire and law enforcement response requests.

4.4.2   Level 2

A Level 2 incident is a major event or threat that requires response by more than one department/response agency due to special or unusual characteristics, or is beyond the scope of available local resources. Level 2 incidents may require partial implementation of this EOP and the EOC.

Examples of Level 2 incidents include large or multiple structure fires, structural collapse, significant hazardous materials release, extended power or utility outage, severe flooding, multi-fatality incident, or an external emergency that may affect City response agencies or operations.

4.4.3 Level 3

A Level 3 incident is a major disaster or imminent threat involving the coordinated response of local, regional, State, and federal resources to save lives and protect the property of a large portion of the population. The effects of the emergency are wide-ranging and complex and may require the sheltering or relocation of the affected population. Under such conditions, this EOP will be implemented and the EOC will be activated.

Examples of Level 3 incidents include major explosion, major hazardous materials release, major earthquake, or a terrorism incident.

4.4.4 NIMS Incident Levels

While the City uses incident levels that are consistent with the County and State EOPs, incident types at the federal level are based on the five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the City and requiring national response resources (source: U.S. Fire Administration).

During an incident,

- Where federal agencies are involved in response and recovery operations (Type 3), or

- Where national resources are impacted (such as waters of the U.S.), requiring response from federal agencies

Incident levels identified in this EOP will transition to the NIMS incident levels. Refer to Table 4-1 for further information on NIMS incident levels.

Table 4-1	NIMS Incident Levels
Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a law enforcement traffic stop.
Type 4	■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

Table 4-1	NIMS Incident Levels
Type 2	■ The incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the Operations, Command, and General Staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.5   Incident Management

4.5.1   Activation

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

- Operational status

- Readiness and availability of resources

- Changing conditions and status of resources (personnel, equipment, facilities, supplies, etc.)

- Significant concerns and issues dealing with potential or actual loss of life or property

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

4.5.2　Alert and Warning

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

4.5.3　Communications

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

FA 1 – Emergency Services provides additional information on public alert and warning.

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual

agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

4.5.4 Situational Awareness and Intelligence Gathering

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

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

- Be aware of their surroundings and identify and report potential threats and dangerous situations.

- Share and evaluate information from multiple sources.

- Integrate communications and reporting activities among responding agencies.

- Monitor threats and hazards.

- Share forecasting of incident severity and needs.

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

4.5.5 Resource Management

When the EOC is activated, the Logistics and Planning Sections have primary responsibility for coordinating the resource management effort and have authority under emergency conditions to establish priorities for the assignment and use of all City resources. In a situation where resource allocations are in dispute, the Mayor has the final allocation authority. City resources will be allocated according to the following guidelines:

■ Deploy resources according to the following priorities:

1. Protection of life

2. Protection of responding resources

3. Protection of public facilities

4. Protection of private property

■ Distribute resources so that the most benefit is provided for the amount of resources expended.

■ Coordinate citizen appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Use local media to provide citizens with information about where to make these requests.

■ Activate mutual aid agreements as necessary to supplement local resources.

■ When all local resources are committed or expended, issue a request to the County for County, State, and federal resources through an emergency declaration.

4.5.5.1 Resource Typing

Resource typing is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. At this time, the City has not implemented resource typing. Should resource typing be implemented, response personnel and support staff will train and exercise using resource typing lists to become familiar with the standard terminology for commonly requested resources.

4.5.5.2 Credentialing of Personnel

At this time, the City has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from OEM and provide for documenting personnel and authenticating and verifying their qualifications.

4.5.5.3 Volunteer and Donations Management

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

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Mayor and City Recorder will coordinate and manage volunteer services and donated goods through the City EOC, with support from the Red Cross, Ione Community Agriculture Business Organization, and other volunteer organizations. If the incident escalates and requires a declaration of an emergency, then the Mayor and City Recorder will coordinate volunteer and donations management support with the County.

4.5.6   Access and Functional Needs Populations

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

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

- Individuals who are deaf or hard of hearing

- Individuals with limited English proficiency

- Children and the elderly

- Individuals without vehicles

- Individuals with special dietary needs

- Individuals who experience physical disabilities

Persons with Access and Functional Needs within the City have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the City Emergency Manager will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations.

4.5.7   Animals in Disaster

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

private organizations to address animal-related issues that arise during an emergency. If local resources are insufficient to meet the needs of animals during a disaster, the City may request assistance through County Emergency Manager.

4.5.8 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for emergency coordination to agencies involved with short- and long-term recovery operations. The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times

- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Manager

- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Manager

- Repair and maintenance of equipment, if necessary.

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

4.5.9 Transition to Recovery

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

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

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

See FA 4 – Recovery Strategy for more details.

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5 Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Council. A pre-designated City Council member, acting as Emergency Manager, will maintain direction and control of the City EMO, unless otherwise delegated. City emergency operations, both on-scene and in the City EOC, will be conducted in a manner consistent with NIMS, including use of ICS. During a City-declared disaster, control of City resources is not relinquished to County or State authority but remains at the local level for the duration of the event

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., Maintenance Department, Sheriff's Office, and/or Fire District), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the City Emergency Manager and request activation of the City EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with City, County, and State leads.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the City may activate the EOC and assign an EOC Manager. The EOC and EOC Manager support on-scene operations and coordinate City resources. The request will be submitted to the City Emergency Manager, who will determine whether to activate the City EOC and will assume, or designate, the role of EOC Manager. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the City EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the City EOC to serve as part of the Unified Command or Multi-Agency Coordination Group (MAC Group), ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will

be requested and used as an adjunct to existing City services, and then only when a situation threatens to expand beyond the City's response capabilities.

Upon activation of the City EOC, the EOC Manager is empowered to assume executive control over all departments, divisions, and offices of the City during a State of Emergency. If appropriate, the on-scene Incident Commander or EOC Manager may request that the Mayor and City Council declare a State of Emergency.

5.4   Emergency Operations Center

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

5.4.1   Emergency Operations Center Activation

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

- The EOC will be activated by the Emergency Manager, who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager assumes responsibility for coordinating and prioritizing City resources in support of emergency operations.

- The EOC Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.

- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and federal support will be requested if the situation dictates.

- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.

- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.

- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in FA 1 through FA 4.

- The EOC may, as appropriate, operate on a 24-hour basis.

■ The City Emergency Manager will immediately notify the County Emergency Manager upon activation of the City EOC. Periodic updates will be issued to the County for the duration of City EOC activation.

5.4.2   Emergency Operations Center Location

The **primary location** for the City EOC is:

City Hall, 385 W. 2nd Street, Ione, Oregon

Figure 5-1   Primary EOC Location
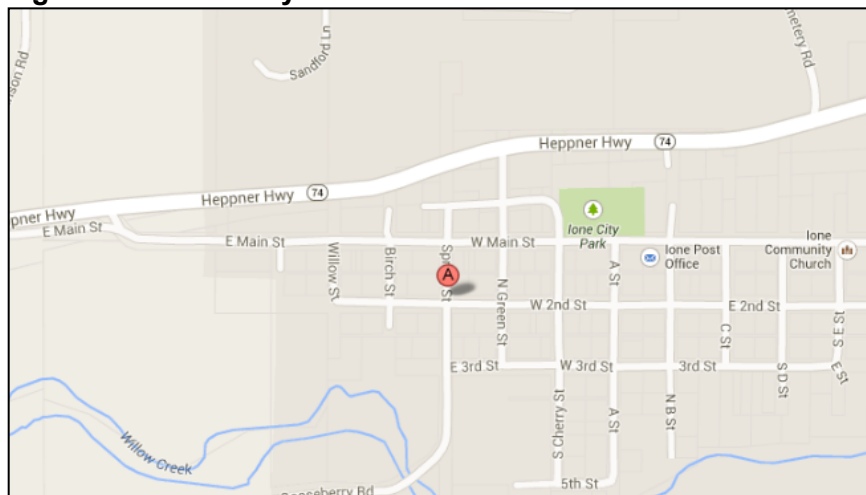
If necessary, the **alternate location** for the City EOC is:

Morrow County Mobile Command Post or Morrow County Emergency Operations Center, 325 Willow View Drive, Heppner, Oregon

Figure 5-2   County EOC Location
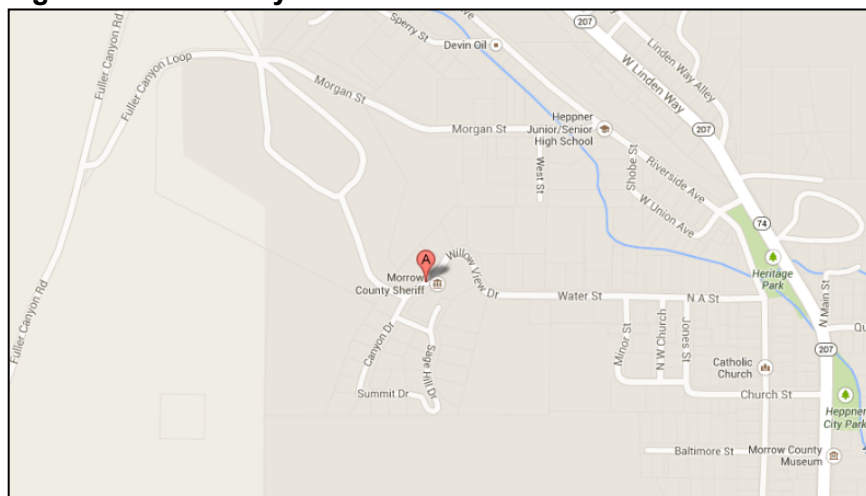
The location of the EOC can change, as required by the needs of the incident. Coordination and control for City emergency resources will take place from the

EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Manager will designate an alternate facility. The EOC Manager may request the use of the County EOC or County facilities from the County Emergency Manager.

5.4.3   Emergency Operations Center Staffing

Depending on the incident type, City departments will provide staff to the EOC. The City may receive assistance from the County Emergency Manager to support the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain City EOC, the City may request support from the State via the County.

City departments involved in emergency response and personnel assigned to Command and General Staff (if previously designated) are required to report to the EOC upon activation. Personnel assigned to the EOC have the authority to make the decisions associated with their Command and General Staff positions.

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

5.4.4   Access and Security

During an emergency, access to the City EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Manager may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.5   Deactivation

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

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

The Mayor has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC,

notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager.

5.5   Incident Command System

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

The City ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The City ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The City has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan (Appendix C); however, this document does not perform the full function of an EOC manual.

Figure 5-3   Example of a Scalable Command Structure for the City

```
┌─────────────────────────┐        ┌──────────────┐      Initial Response
│    Policy Group         │────────│  Incident    │         Structure
│  - Mayor/City Council   │        │  Commander   │     (Level 1 Incident)
│  - Emergency Manager    │        └──────────────┘
└─────────────────────────┘               │
          ┌───────────────────────────────┼───────────────────────────────┐
┌──────────────────┐        ┌──────────────────────┐        ┌──────────────────┐
│  Sheriff's Office│        │  City Maintenance    │        │  Fire District   │
│                  │        │  Department          │        │                  │
└──────────────────┘        └──────────────────────┘        └──────────────────┘
                                       ↓
                                                            ICS Structure
┌─────────────────────────┐        ┌──────────────┐      (Level 2 or 3 Incident)
│    Policy Group         │────────│  Incident    │
│  - Mayor/City Council   │        │  Commander   │
│  - Emergency Manager    │        └──────────────┘
└─────────────────────────┘               │
                                          │        ┌──────────────────┐
                                          │        │  Public          │
                                          │        │  Information     │
                          ┌───────────────┤        │  Officer         │
                ┌──────────────────┐      │        └──────────────────┘
                │  Liaison Officer │──────┤
                └──────────────────┘      │        ┌──────────────────┐
                                          │        │  Safety Officer  │
                                          │        └──────────────────┘
      ┌───────────────────┬──────────────┼──────────────┬───────────────────┐
┌──────────────┐  ┌──────────────┐  ┌──────────────┐  ┌──────────────────┐
│  Operations  │  │  Planning    │  │  Logistics   │  │  Financial/Admin │
│Section Chief │  │Section Chief │  │Section Chief │  │  Section Chief   │
└──────────────┘  └──────────────┘  └──────────────┘  └──────────────────┘
       │
   ┌──────────────────┐
   │  Sheriff's Office│
   └──────────────────┘
   ┌──────────────────┐
   │  City Maintenace │
   │  Department      │
   └──────────────────┘
   ┌──────────────────┐
   │  Fire District   │
   └──────────────────┘
```

5.5.1   Emergency Operations Center Manager

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

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.

- Approving and supporting implementation of an IAP.

- Coordinating activities supporting emergency operations.

- Approving release of information through the PIO.

- Performing the duties of the following Command Staff if no one is assigned to the position:

    - Safety Officer

    - PIO

    - Liaison Officer

- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Manager may change to meet the needs of the incident.

5.5.2 Emergency Operations Center Command Staff

5.5.2.1 Safety Officer

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

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.

- Implementing site and access control measures.

- Monitoring and assessing the health and safety of response personnel and support staff.

- Preparing and implementing a site Health and Safety Plan and updating the EOC Manager, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.

- Exercising emergency authority to prevent or stop unsafe acts.

5.5.2.2 Public Information Officer

The PIO will coordinate and manage the City's public information network, including local, County, regional, and State agencies; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.

- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a JIC.

- Implementing information clearance processes with the EOC Manager.

- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as the Ione Community School, Columbia Basin Electric Co-op, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, or agency representatives, and stakeholders.

- Coordinating information and incident updates among interagency contacts, including the public information network.

- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Manager, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for City staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the City EOC, as well as at EOCs of the County and neighboring jurisdictions.

5.5.3 Emergency Operations Center General Staff

5.5.3.1 Operations Section Chief

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

- **Fire Services** – emergencies dealing with fire, earthquake with rescue, or hazardous materials.

- **Law Enforcement** – incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.

- **Public Health Officials** – contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.

- **Maintenance Department** – incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.

- Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:

  - Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need

  - Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP.

  - Managing field response activities

  - Directing implementation of unit operational plans

  - Requesting resources as needed

- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

5.5.3.2 Planning Section Chief

The Planning Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting and evaluating information, and distributing incident information through status summaries.

  - For terrorist incidents, liaise with the OTFC.

- Maintaining resource status.

- Preparing and disseminating the IAP including developing alternatives for tactical operations

- Conducting planning meetings.

5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.

- Coordinating with the Planning Section to estimate future support and resource requirements.

- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

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

- Monitoring costs related to the incident.

- Maintaining accounting, procurement, and personnel time records.

- Conducting cost analyses.

5.5.4 Unified Command

Unified Command is when several local, county, regional, state, and federal agencies share response authority. This allows the EOC Manager and on-scene Incident Commander positions to be shared among several agencies and organizations that retain their jurisdictional authority. Additionally, each of the four General Staff sections may also be further subdivided, as needed. Therefore, Unified Command provides operational flexibility to expand or contract staffing, depending on the incident's nature and size, similar to a traditional ICS structure.

Unified Command has the advantage of combining different agencies into the same organizational system to maximize coordination of response activities, and of avoiding duplication of efforts. This structure should be implemented during large incident involving multiple jurisdictions and/or regional, state, and federal response partners. Figure 5-4 shows an example of a Unified Command organizational chart for the City.

5.5.5 Area Command

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

- Sets overall incident-related priorities:

  - De-conflicts incident management objectives with other ICS organizations and established policies.

  - Allocates critical resources according to incident-related priorities.

  - Identifies critical resource needs and reports them to the EOCs.

- Conducts oversight:

  - Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.

  - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.5.6 Multi-Agency Coordination

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

Figure 5-4   Example of Unified Command for the City
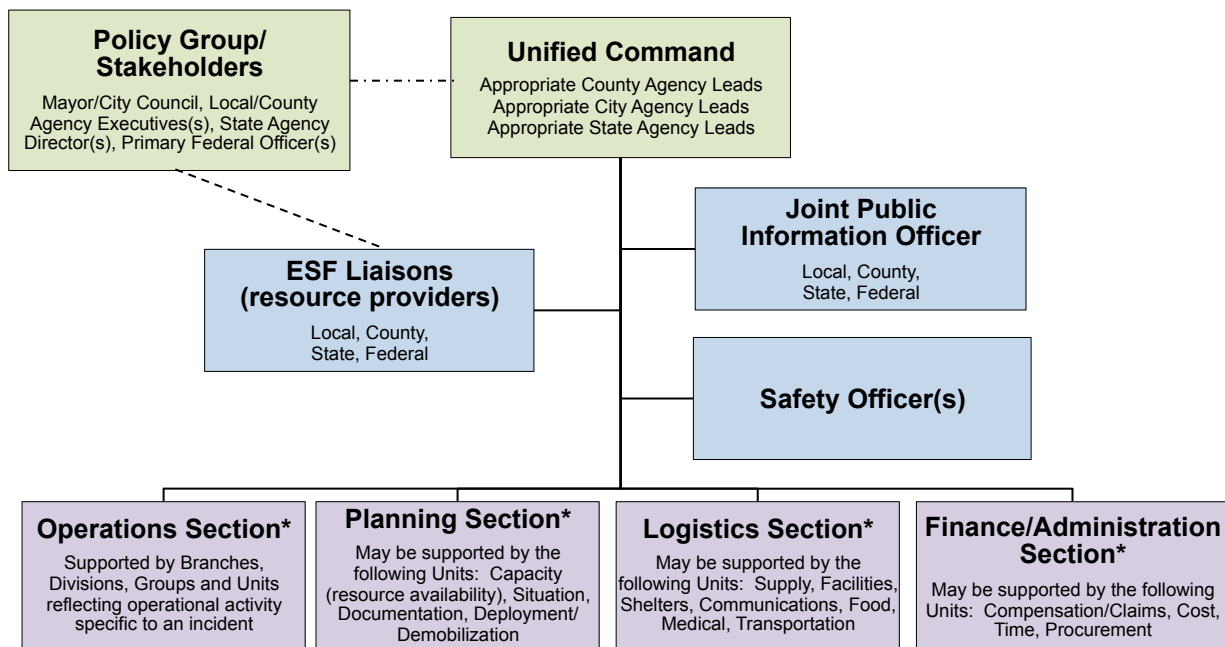
*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated every four years corresponding to the election of new City Council members or at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the City of Ione Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

- Verify contact information.

- Review the status of resources noted in the plan.

- Evaluate the procedures outlined in the plan to ensure their continued viability.

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

Recommended changes should be forwarded to:

Emergency Manager
City of Ione
385 W. 2nd Street
Ione, OR 97843

6.2 Training Program

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

Each department head coordinates training for personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

6. Plan Development, Maintenance and Implementation

Current training and operational requirements set forth under NIMS have been informally adopted in this plan and are in the process of being implemented by the City (see minimum training requirements in Table 6-1). Department heads and the City Recorder maintain records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- EMS personnel

- Firefighters

- Law enforcement personnel

- Maintenance department/utility personnel

- Skilled support personnel

- Other emergency management response personnel

- Support/volunteer personnel at all levels

Table 6-1 Minimum Training Requirements	
Emergency Personnel	**Training Required**
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an Area Command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
PIOs	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/ nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3   Exercise Program

The City will participate in County led exercises throughout the year; in addition, exercises are regularly conducted by the Fire District and Ione Community School. The City will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the City will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at http://hseep.dhs.gov.

The Emergency Manager will identify and implement corrective actions and mitigation measures, based on exercises conducted by City response agencies and partners.

6.4   Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the lead department or agency conducting the exercise will conduct a review, or "hot wash," with exercise participants after each exercise. The lead department or agency will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the City's readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stores and lessons learned should be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City's EMO.

6.5   Community Outreach and Preparedness Education

The City will educate the public about threats, disasters, and what to do when an emergency occurs. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City's overall readiness.

Information about the City's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found at the City Hall.

6.6 Funding and Sustainment

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

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

■ Ensure that the Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.

■ Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.

A

Sample Disaster Declaration Forms

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DECLARATION OF STATE OF EMERGENCY

To: ***Insert name and title***,
        Morrow County Emergency Management

From: ***Insert name and title***,
       City of Ione, Oregon

At ***insert military time*** on ***insert month, day, year***, a/an ***insert description of emergency incident or event type*** occurred in the City of Ione within the geographic boundaries of ***insert geographic boundaries*** threatening life and property. The current situation and conditions are:

> Deaths: ***insert number of deaths***
> Injuries: ***insert number of injuries***
> Population at risk: ***insert number of population at risk***

The current emergency conditions or threats are: ***insert conditions or threats***.

An initial estimate of the damage and impacts is: ***insert initial estimate***.

The following assistance is being requested: ***insert specific information about the assistance being requested***

Actions that have been taken and resources that have been committed by the City of Ione: ***insert the current actions taken and resources that have been committed by the City.***

I do hereby declare that a State of Emergency now exists in the City of Ione and that the City of Ione has expended or will shortly expend its necessary and available resources. I respectfully request that Morrow County provide assistance, consider the City of Ione an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from State agencies and/or the federal government.

Signed: _____

Title: ***[Insert Title]***   Date & Time: ***insert date and military time***

Appendix A. Declaration of State of Emergency

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

B | Incident Command System Forms

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Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

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C

Emergency Operations Center Position Checklists
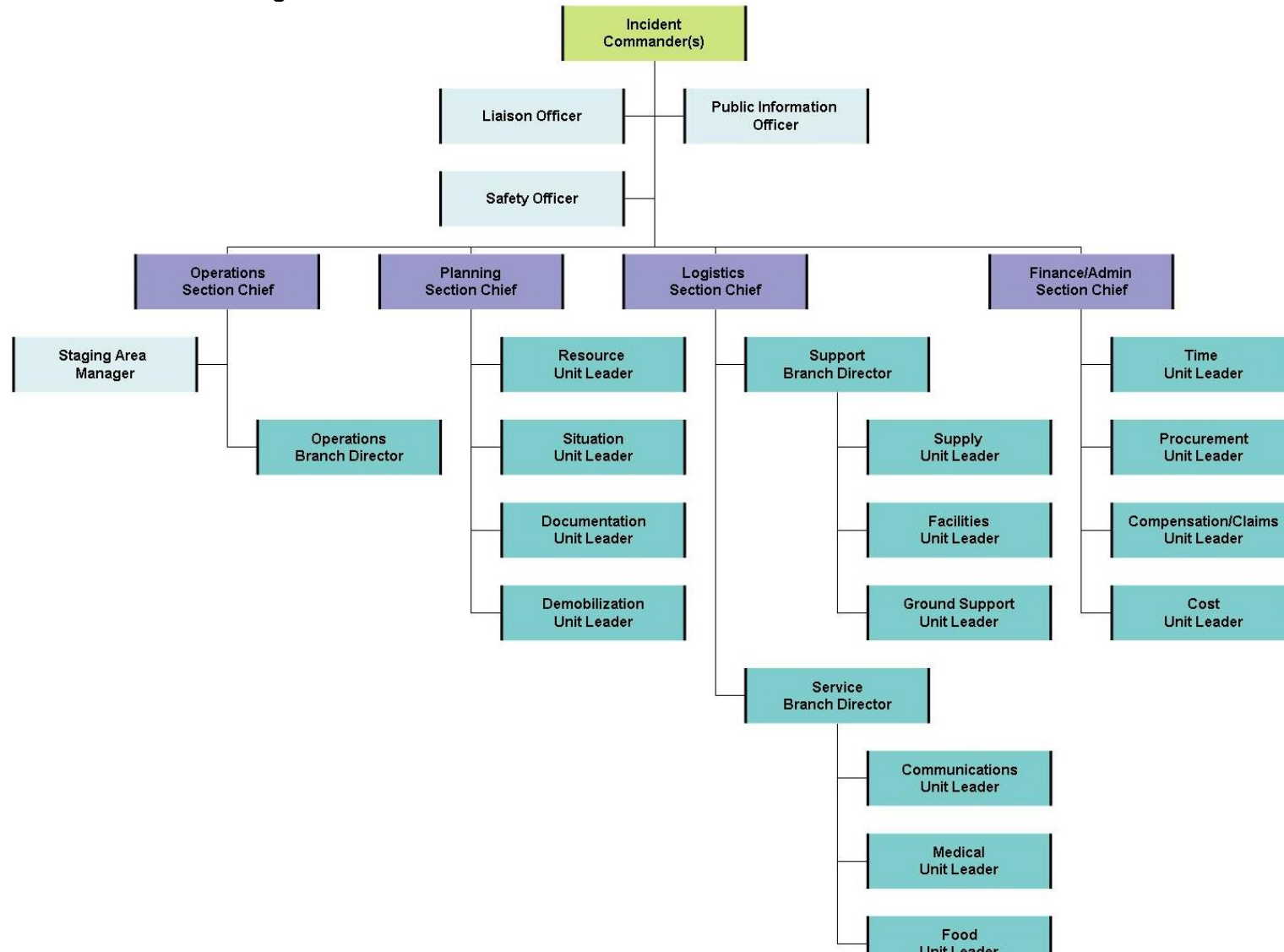
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Appendix C. Emergency Operations Center Position Checklists

Index of EOC Position Checklists

The following checklists are included in this appendix.

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

Appendix C. Emergency Operations Center Position Checklists

Figure C-1   EOC Position Organizational Chart

D References

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Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288) as amended, April 2013. Accessed on 20 December 2013 at: http://www.fema.gov/robert-t-stafford-disaster-relief-and-emergency-assistance-act-public-law-93-288-amended

- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 20 December 2013 at: http://www.dhs.gov/key-dhs-laws

- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 20 December 2013 at: http://www.dhs.gov/key-dhs-laws

- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 20 December 2013 at: http://www.fas.org/irp/offdocs/nspd/hspd-5.html

- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 20 December 2013 at: http://www.dhs.gov/presidential-policy-directive-8-national-preparedness

FEMA Policy

- The Federal Emergency Management Agency Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/25272

- A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action, FDOC 104-008-1, December 2011. Accessed on 20 December 2013 at: http://www.emd.wa.gov/about/documents/FEMA_Whole_Community.pdf

- FEMA Incident Management and Support Keystone, January 2011. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/26688

- National Incident Management System, December 2008. Accessed on 20 December 2013 at: http://www.fema.gov/national-incident-management-system

- National Preparedness Goal, First Edition, September 2011. Accessed on 20 December 2013 at: http://www.fema.gov/national-preparedness-goal

■ FEMA Administrator's Intent (FY 2015-2019). Pub. April 2013. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/31808

■ FEMA Strategic Plan, FY 2011-2014, FEMA P-806, February 2011. Accessed on 20 December 2013 at: http://www.fema.gov/fy-2011-2014-strategic-plan

■ Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty, January 2012. Accessed on 20 December 2013 at: https://www.fema.gov/media-library/assets/documents/24174

■ National Response Framework, Second Edition, May 2013. Accessed on 20 December 2013 at: http://www.fema.gov/national-response-framework

■ National Disaster Recovery Framework, Strengthening Disaster Recovery for the Nation, September 2011. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/24647?fromSearch=fromsearch&id=5124

■ National Disaster Housing Strategy, January 2009. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/24600

■ Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0, November 2010. Accessed on 20 December 2013 at: http://www.fema.gov/media-library/assets/documents/25975

State

■ State of Oregon Emergency Operations Plan, as revised November 2013. Accessed on 20 December 2013 at: http://www.oregon.gov/OMD/OEM/Pages/plans_train/EOP.aspx

■ Oregon State Fire Marshal, Fire Service Mobilization Plan. 2013. Accessed on 20 December 2013 at: http://www.oregon.gov/osp/SFM/docs/2013MobPlan.pdf

■ Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011. Accessed on 20 December 2013 at: http://www.oregon.gov/OMD/OEM/docs/library/ea_officials_guide_sept_2011.pdf

- Oregon Revised Statutes (ORS) 2011 Edition. Chapters 401 through 404. Accessed on 20 December 2013 at: https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx

- Oregon Administrative Rules (OAR) 104: Oregon Military Department. Accessed on 20 December 2013 at: http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_104/104_tofc.html

County

- Morrow County Emergency Operations Plan, March 2012 (a copy can be found in the County Emergency Manager's Office)

- Morrow County Natural Hazard Mitigation Plan, 2006 (a copy can be found in the County Emergency Manager's Office)

- Morrow County Community Wildfire Protection Plan

Ione

- Memoranda of Agreement/Understanding/Contracting for Services Agreements (a copies can be found in the EOC)

- Water System Emergency Plan (a Copy can be found in the Maintenance Supervisor's Office)

Other

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

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E Acronyms and Glossary

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Acronyms

[**E & E Action Item:** During **final draft phase**, update acronym list (remove acronyms not used) and make sure all acronyms are defined once in Basic Plan or annex documents]

°F	degrees Fahrenheit
AAR	After Action Report
ADA	Americans with Disabilities Act
CERT	Community Emergency Response Teams
CIKR	Critical Infrastructure and Key Resources
City	City of Ione
COOP	Continuity of Operations
County	Morrow County
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
EMO	Emergency Management Organization
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FEMA	Federal Emergency Management Agency
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	initial damage assessment
JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multi-Agency Coordination Group
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NSS	National Shelter System

ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
OERS	Oregon Emergency Response Service
ORS	Oregon Revised Statutes
OSFM	Oregon State Fire Marshal
OSP	Oregon State Police
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PPD-8	Presidential Policy Directive 8
Red Cross	American Red Cross
RV	recreational vehicle
SBA	Small Business Administration
SOP	Standard Operating Procedure
State	State of Oregon
TDD	Telecommunications Device for the Deaf
USDA	United States Department of Agriculture
VA	Veterans Administration
VOIP	voice-over internet protocol

Glossary of Key Terms

[**City Action Item:** The following glossary was taken from https://nimcast.fema.gov/nimscast/index.jsp. Please review and adjust as necessary to suit your jurisdiction's needs]

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

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

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Allocated Resource: Resource dispatched to an incident.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision-making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

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 Supporting Agency.

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

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief 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.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision-making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

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

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

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

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

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to 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 generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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 organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, nongovernmental organizations, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

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

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

Event: See Planned Event.

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

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

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

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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision 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. See Division.

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

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

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

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of

resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

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

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select 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.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal

activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as a public health event or fire with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

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

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

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

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

Letter of Expectation: See Delegation of Authority.

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

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

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal entity, 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: The process and procedure for providing resources and other services to support incident management.

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

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

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that, therefore, must be supported through continuity of operations and continuity of government capabilities.

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

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 they last 12 to 24 hours.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Personal Responsibility: The obligation to be accountable for one's actions.

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

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

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

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

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

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

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

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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 Emergency Operations Center.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life,

personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Retrograde: To return resources back to their original location.

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

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

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

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).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

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

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

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 Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

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

Tribal: Referring to 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: An Incident Command System resource classification 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 Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

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