Linn County, Oregon
EMERGENCY OPERATIONS PLAN

March 2025

Prepared for:

Linn County
300 SW 4th Ave
Albany, OR 97322

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Immediate Action: Emergency Operations Center

Emergency Management responsibilities in Linn County have been delegated to the Linn County Sheriff's Office. Both the Sheriff and the Emergency Manager have the authority to assess any emergency or disaster incident and determine whether activation of the County Emergency Operations Center (EOC) is necessary.

The County EOP identifies and delegates key responsibilities to different county departments and partner organizations during an emergency or disaster incident. The EOP is not a step by step guide for EOC staff and emergency personnel.

In the event that an EOC activation is required, the Sheriff and Emergency Manager will ensure the appropriate staff and county departments are notified and mobilized based on FEMA's Community Lifelines model. This activation will be guided by the Linn County EOC Guide. The EOC Guide is developed and reviewed annually by the Linn County Emergency Manager to ensure readiness and effectiveness.

Additionally, if the scale or impact of the emergency overwhelms County resources, the Board of County Commissioners (BOC) may declare a County Emergency and request a State Emergency Declaration, which can bring in additional support from the State and Federal agencies.

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Preface

This Emergency Operations Plan is an all-hazard plan created to describe how Linn County 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, and Oregon Department of Emergency Management plans.

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

Consisting of a Basic Plan, and Community Lifelines (CL) 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 County will coordinate resources and activities with other federal, State, local, tribal, 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 Linn County. This Plan supersedes any previous plans. It provides a framework within which the County can plan and perform its emergency functions during a disaster or national emergency.

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County 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 County.

Focused on response and short-term recovery activities, this Emergency Operations Plan provides a framework for how the County will conduct emergency operations. The Plan identifies key roles and responsibilities, defines the primary and support roles of County agencies and departments, outlines the steps for coordinating with response partners, and establishes a system for incident management. The outlined framework is consistent with the Standardized Emergency Management System and the National Incident Management System.

This Plan has been reviewed by the Emergency Manager and approved by the County Board of Commissioners. 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.

Sherrie Sprenger, Commissioner

Roger Nyquist, Commissioner

Will Tucker, Commissioner

6-24-2025

DATE

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Plan Administration

The 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 the Emergency Manager without formal County Board of Commissioners 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.	Organization	Summary of Change
2008		Emergency Management	Original Release
2015	2015-001	Sheriff's Office	Complete update based on best practices and State EOP recommendations.
2018	2018-001	Sheriff's Office	Complete update based on best practices
2022	2022-001	Sheriff's Office	Updates made based on a collaborative effort between various county department heads and groups.
2024	2024-001	Sheriff's Office	Biannual Review looking specifically at ESF's and organizational responsibilities.
2025	2025-001	Sheriff's Office	Review and removal of ESFs in favor of Community Lifelines

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 Emergency Manager is ultimately responsible for dissemination of all Plan updates. Copies of the plan will also be posted online at www.linnsheriff.org

Department/Agency	Title
Linn County Road Department	Roadmaster
Linn County Sheriff's Office	Sheriff Emergency Manager
Linn County Fire Defense Board	Chief
Linn County Department of Health Services	Director
Oregon Military Department, Office of Emergency Management	Operations and Preparedness Section Manager
City of Albany	Emergency Manager/Safety Officer
City of Brownsville	City Manager
City of Gates	City Manager
City of Halsey	City Manager
City of Harrisburg	City Manager
City of Idanha	City Manager
City of Lebanon	City Manager
City of Lyons	City Manager
City of Mill City	City Manager
City of Millersburg	City Manager
City of Scio	City Manager
City of Sodaville	City Manager
City of Sweet Home	City Manager
City of Tangent	City Manager
City of Waterloo	City Manager

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 County 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 a Plan review be performed concurrently with review of other related County emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
Community Lifelines (CLs)	
CL 1 Transportation Lifeline	Road Department
CL 2 Communications Lifeline	Sheriff's Office
CL 3 Safety and Security Lifeline	Sheriff's Office & Linn County Fire Defense Board
CL 4 Food, Water, Shelter Lifeline	Department Health Services
CL 5 Health and Medical Lifeline	Department of Health Services and Linn County Fire Defense Board
CL 6 Energy Lifeline	Road Department and Sheriff's Office
CL 7 Hazardous Materials Lifeline	Sheriff's Office and Fire Defense Board

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Basic Plan

1 Introduction

1.1 General

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

Emergencies are handled effectively in the County every day. These "routine" emergencies are managed by emergency responders as part of their day-to-day responsibilities and are the most common emergency management activities that the County encounters. For the most part, 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 County that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders to bear on any incident. 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 County.

No guarantee of a perfect response system is expressed or implied by this plan, its implementing instructions, or procedures. While the County 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 County 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 mitigate the effects of 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 County (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 County 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 County's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens who are prepared to take care of themselves and their families, and to 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 County's all-hazard approach to emergency operations to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP, the County 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 County 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 County'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, County 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 County departments and agencies.

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

1.3 Plan Activation

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

- Incidents in or affecting the County.
- Health emergencies in or affecting the County.
- Non-routine life-safety issues in or affecting the County.

An emergency declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC).

1.4 Plan Organization

The County EOP is composed of two main elements:

- Basic Plan (with appendices).
- Community Lifelines (CL)

Figure 1-1 County 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 County'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 County's response capabilities.
- Roles and responsibilities for elected officials, County departments, and key response partners.
- A concept of operations for the County that describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The County's emergency response structure, including activation and operation of the County EOC and implementation of ICS.
- The County's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Community Lifelines

The **Community Lifelines** framework focuses on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. Unlike the traditional **Emergency Support Function (ESF)** model, which organizes response efforts by specific functional areas (e.g., transportation, communications, public works), the Community Lifelines model emphasizes the stabilization of essential services that are most critical to the public's health, safety, and economic security.

While the ESF model breaks down response responsibilities into specific functions (e.g., firefighting, communications), the Community Lifelines model consolidates these efforts into broader categories—such as **Safety and Security**, **Food, Water, Shelter**, **Health and Medical**, and others—focusing on the end goal of restoring key services to the community.

In the event of an incident where the County's capabilities and/or resources are limited or exhausted, the Community Lifelines framework clearly defines escalation pathways and procedures for requesting additional resources and support from State of Oregon (State) agencies. This model offers a more holistic approach, ensuring that all critical services are restored or stabilized as quickly as possible.

Table 1-1 Community Lifelines

Lifeline Annex	Definition
CL 1 - Transportation	Restore and maintain transportation routes and infrastructure to enable the movement of people, goods, and emergency responders. Includes roads, bridges, railways, and airports.
CL 2 - Communications	Ensure communication systems are operational for responders, government agencies, and the public. Maintain public alert systems, emergency communication networks, and internet and telecom services.
CL 3 – Safety & Security	Protect the population, ensure public safety, maintain law and order, provide security, firefighting, and coordinate search and rescue operations. Includes law enforcement, firefighting, and hazardous materials response.
CL 4 – Food, Water, & Shelter Lifeline	Provide essential services such as food, water, and shelter to the population. Ensure access to clean drinking water, manage food distribution, and support mass care operations including shelters and feeding.
CL 5 - Health and Medical	Ensure the availability of medical services and public health measures, including treatment for injuries, disease control, and environmental health. Manage medical resources, hospitals, and public health responses.
CL 6 - Energy	Restore and maintain access to electricity, fuel, and other energy sources that are critical for the operation of essential services. Includes power grid restoration and fuel supply stabilization.
CL 7 - Hazardous Materials	Manage the response and containment of hazardous materials, ensuring public safety and environmental protection during chemical, biological, radiological, or nuclear incidents.

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 strengthening the security and resilience of the United States through systematic preparation for the threats that pose the greatest risk to the security of the nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.

National Preparedness Goal: Describes the Nation's cornerstone approach to 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, volunteer- and 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 the 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, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1.5.2 State Plans

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

- State of Oregon Comprehensive Emergency Management Plan, as revised June 2018Oregon State Fire Marshal, Fire Service Mobilization Plan 2024

- Emergency Declaration Guidelines for Local Elected and Appointed Officials. April 2024
- Oregon Revised Statutes (ORS) 2023 Edition. Chapters 401 through 404
- Oregon Resource Coordination Assistance Agreement (ORCAA). July 2022.
- Oregon Administrative Rules (OAR) 104: Oregon Military Department

1.5.3 County Plans

The County EOP is part of a suite of plans that address various elements of the County's emergency management program. These plans work in concert with the County EOP. Copies of these plans can be made available upon request to Linn County Emergency Management.

- Natural Hazard Mitigation Plan
- Community Wildfire Protection Plan
- Continuity of Operations Plan
- Linn County Code

1.5.4 City Plans

Similar to the County, some cities within the County have developed plans that address various elements of a city's emergency management program. These plans, listed below, are intended to complement the County's plans:

Table 1-2 City Emergency Plans

City	Emergency Operations Plan	Continuity of Operations Plan	Hazard Mitigation Plan
Albany	✓	✓	✓
Harrisburg	✓	✓	
Lebanon	✓		
Lyons	✓	✓	
Scio	✓	✓	
Sweet Home	✓		

1.5.5 Support Agency Plans

The County is supported by several partner agencies. To the greatest extent possible, the County encourages support agencies to design their plans to

complement the County EOP, and the County will seek to engage support agencies in the EOP update process to ensure appropriate linkages.

- Hospital Emergency Plans (Albany General Hospital, Lebanon Community Hospital).
- School District Emergency Plans (Central Linn 552, Greater Albany Public 8j, Harrisburg 7j, Lebanon Community 9, Linn Benton Lincoln ESD, Santiam Canyon 129j, Scio 95, Sweet Home 55).
- Linn-Benton Community College Emergency Plan.

1.6 Authorities

1.6.1 Authorities of Emergency Management

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 County to establish an Emergency Management Organization (EMO) and appoint an Emergency Manager who will be responsible for the organization, administration, and operation of the EMO.

The County EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the County EOP.
- Manage and maintain the County EOC from which County 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 to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the Sheriff's Office has been identified as the lead agency in the EMO. The Emergency Manager has authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees, as appropriate.

The County EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for the County will be developed and formalized by the Emergency Manager.

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 Appendix E for existing mutual aid agreements.

Copies of these documents can be accessed through individual departments. During an emergency, 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 Board of Commissioners 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 County Attorney should review and advise County Officials on possible liabilities arising from disaster operations, including the exercising of any or all the above powers.

1.7.2 Legal Support and Liability Issues

Legal support for the County is provided by Linn County Counsel.

Responsibilities related to legal services include:

- Advising County 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; and
    - Implement the Fuel Plan allocated by the County Sheriff.
- Reviewing and advising County officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising officials and department directors regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County government in disaster events.
- Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the County and its surrounding areas.

1.7.3 Conflagration

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.

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

The local Fire Chief is responsible for:

- Contacting the Fire Defense Board Chief to request that the Conflagration Act be invoked.
- Providing local geographical information system (GIS) capabilities or maps.
- Working with the Incident Management Team (IMT) to locate a base camp.
- Maintaining communications with the IMT throughout the deployment to assist with emergency management and other local issues.

The Fire Defense Board Chief is responsible for:

- Notifying the State Fire Marshal via the Oregon Emergency Response System (OERS).
- Providing the following information to the Oregon State Fire Marshal Duty Officer or Chief Deputy
    - Incident name
    - Contact information
    - Type and location of incident
    - Situation description
    - Confirmation that local and mutual aid resources are depleted
    - Incident Commander information
    - Weather information
    - What resources are being requested
- Participating in an incident conference call.

Requests for conflagration should be made when a significant threat exists. Examples of those are:

- Structural fires that by sheer numbers, size or speed of spread cannot be controlled by available resources; or
- Wildland or interface fires that threaten structures where there are few or no fire services available to contain, control, or stop the fires from engulfing the structures; or
- Major disasters including earthquakes, tornadoes, floods, and other natural phenomena that cause great destruction.
- Acts of Terror

Source: 2020 Fire Service Mobilization Plan

1.7.4 County Disaster Declaration Process

The County may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State or federal disaster assistance. To declare a state of emergency, the Board of Commissioners or County Administrative Officer will either call a regular or special meeting of the Board of Commissioners to request a declaration of emergency or immediately declare an emergency in writing. The Health Officer or Health Services Administrator may also declare a pending Public Health Emergency.

A declaration by the Board of Commissioners 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 County 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 upon the best information available at the time. It may be amended based upon additional information or changes in the situation. The County Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If 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.

See Appendix A for sample Declaration of Emergency forms.

1.7.5 State Assistance

If local resources are exhausted and further assistance is needed, then the executives or elected officials of those governments may request a declaration and additional state resources from the Governor. The Governor can declare a state of emergency by an executive order under authority granted in Oregon Revised Statutes.

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

1.7.6 Federal Assistance

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

In the event the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, federal assistance may be requested. 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 1-4 presents the policy and operational lines of succession during an emergency for the County.

Table 1-4 County Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
1. Emergency Manager 2. Support Services Division Captain 3. Linn County Undersheriff 4. Linn County Sheriff	1. Chair of the Board 2. Vice-Chair of the Board 3. Third member of the Board 4. County Administrative Officer 5. Linn County Sheriff

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

1.8.2 Preservation of Vital Records

Each County 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, would 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 consider the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency's 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 County Emergency Manager to the Director of OEM according to provisions outlined under ORS Chapter 401.

The executives of the County's incorporated cities are responsible for the direction and control of their communities' resources during emergencies and for requesting additional resources required for emergency operations. All assistance requests will be made through the County Emergency Manager or, during an activation, the County EOC. The County EMO processes subsequent assistance requests to the State.

1.9.2 Financial Management

During an emergency, the County 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 Board of Commissioners. If an incident in the County requires major redirection of County fiscal resources, the Board of Commissioners 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 Board of Commissioners will meet in emergency session to decide how to respond to the emergency funding needs.
- The Board of Commissioners will declare a state of emergency and direct the Emergency Manager to request assistance through the State.
- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the County Administrative Officer (or designee) may act on emergency funding requests. The Board of Commissioners will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance Department to identify budgetary shortfalls. The County Treasurer 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 County EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

1.9.3 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the County to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. County staff will maintain thorough and accurate documentation throughout the course of an incident or event. The use of a FEMA ICS 214 form is strongly encouraged for tracking costs. Incident documentation should include:

- Incident and damage assessment reports.

- Staff time/hours worked
- Equipment used and fuel use
- Incident Command logs.
- Cost recovery forms.
- Incident critiques and After-Action Reports (AARs).
- FEMA ICS Forms

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

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 County and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency. Linn County will follow the guidelines of Oregon Health Authority and Oregon Occupational Safety and Health Administration during a health-related emergency.

While all County agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is 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 County is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the County 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

2.1.1.1 Geography

Located in the center of the Willamette Valley in the northwestern part of Oregon, Linn County has a total area of 2,309 square miles, 19 square miles of which is water. It is adjacent to six counties including Marion, Benton, Lane, Deschutes, Jefferson, and Polk. The County extends from Santiam Pass to the Willamette River, with the eastern portion near Santiam Pass being relatively unpopulated due to the Willamette National Forest.

2.1.1.2 Demographics

As of the census of 2020, there were 128,610 people, 48,290 households, and 32,784 families residing in the County. There were 51,921 housing units, 49,344 of which were occupied. The racial makeup of the County was 90.6% White, 0.5% African American, 1.3% Native American, 1.1% Asian, 0.2% Pacific Islander and Native Hawaiian, 3.6% from other races, and 8.7% from two or more races. Hispanic or Latino of any ethnicity comprised 9.7% of the population.

There were 48,290 households, of which 22.5% had children under the age of 18 living with them, 51.8% were married couples living together, 10.5% had a female householder with no husband present, 5.6% had a male householder with no wife present, and 32.1% were non-families. Households consisting of single individuals made up 25.1%, and 12.1% had someone living alone who was 65 years of age or older. The average household size was 2.6, and the average family size was 3.07.

The median age in the County was 39.9 years. The gender makeup of the County was 49.3% male and 50.7% female.

2.1.1.3 Economy

Principal industries in Linn County are wood products, agriculture, mining, and manufacturing. The County's economy relies heavily on the lumber and wood manufacturing jobs. The climate and soil conditions provide one of Oregon's most diversified agriculture areas, allowing a wide variety of specialty crops such as common and perennial ryegrass. Linn County is also home to the only emery mine in the United States. Manufactured and motor homes are produced here as well.

2.1.1.4 Education

Linn County is home to eight school districts, Linn-Benton Community College, Western University of Health Sciences, and extension services from Oregon State University.

2.1.1.5 Transportation

Linn County has several well-traveled corridors, including 99E and Interstate 5, which run north/south, and Highway 20 and 34, which run East/West. Around Oregon State University game days, transportation issues arise on Highway 34, 20, 99E, and Interstate 5 and in the cities of Albany and Tangent due to the influx of travelers.

Public transportation options including Amtrak, Greyhound Bus, Albany Transit, Linn County Senior Services, Cascades West Council of Governments Carpool/ Vanpool, Lebanon Dial-a-Bus, and Linn Sweet Home Dial-a-Bus.

2.1.1.6 Access and Functional Needs Populations

In planning for emergency capabilities, the following should be taken into consideration:

The County has several veterans and senior facilities.

The County has several residential facilities for individuals with developmental disabilities.

The County has a fairly large Hispanic community.

30 to 50 individuals reside in mental health residential facilities.

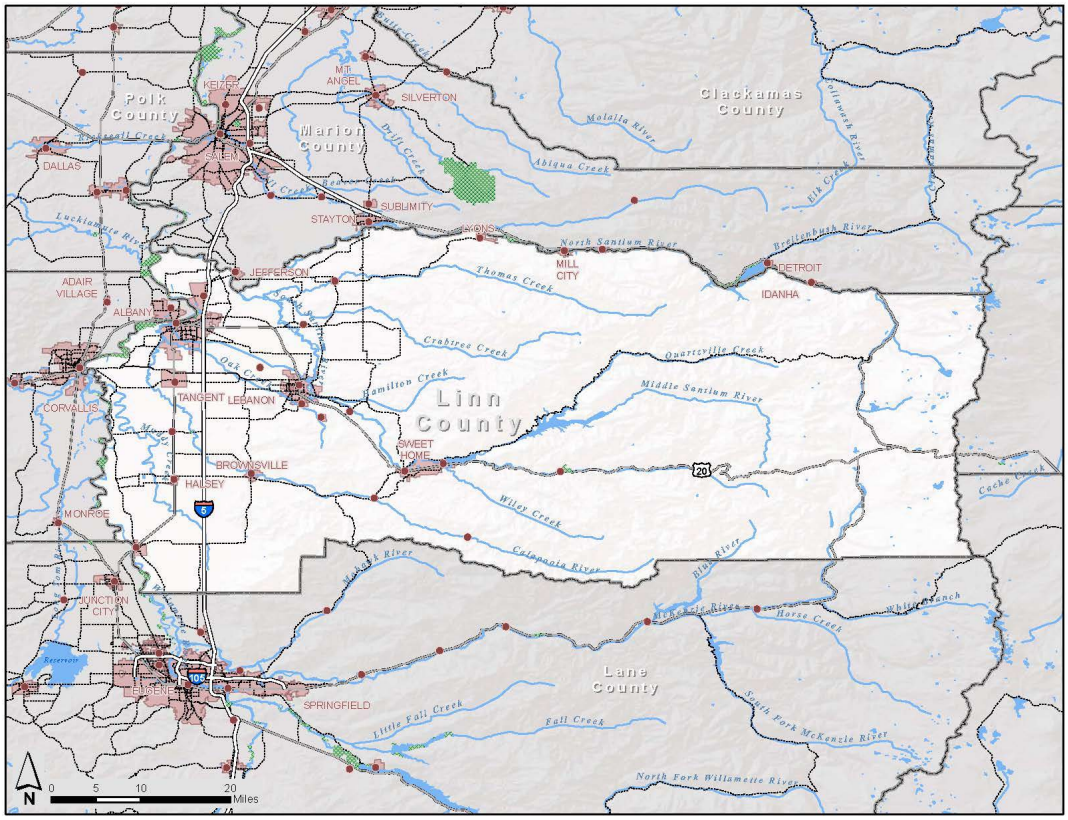
2.1.1.7 Community Events

The community events outlined in Table 2-1 may influence the hazard and threat analysis and preplanning for an emergency. Events with over 3,000 attendees are required to go through an extensive permitting process.

Table 2-1 Annual Community Events			
Event Name	Date	Description	Average Attendees
4th of July Celebration	July	Annual Independence celebration in Harrisburg	15,000
Art & Air Festival	August	Annual festival in Albany	60,000
Jamboree in Sweet Home	August	Country music concert	15,000
Linn County Fair	July	County Fair	35,000
River Rhythms	July - August	Annual free concert series in Albany	8,000 x5 = 40,000
Strawberry Festival	June	Annual festival in Lebanon	15,000
Veterans Day Parade	November	Annual parade in Albany	40,000
Linn County Christmas Bazaar	December	Annual Holiday Event at Fair	8,000

A boundary map of Linn County, Oregon can be seen in Figure 2-1 below.

Figure 2-1 Map of Linn County



2.1.2 Threat/Hazard Identification

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

Table 2-2 Identified Threats/Hazards

Natural Results from acts of nature	Technological Results from accidents or failures of systems and structures	Human-Caused / Adversarial Threats Results from intentional actions of an adversary
• Disease Outbreak • Drought • Dust Storm • Earthquake • Flood • Landslide/Debris Flow • Pandemic • Volcano • Wildfire (wildland urban interface) • Windstorm • Winter Storm	• Airplane Crash • Dam Failure • Hazardous Materials Incident (accidental release) • Urban Conflagration • Utility Failure	• Biological Attack • Cyber-incident • Explosive Attack • Multiple Victim Shooting • School and Workplace Violence

See the County Hazard Mitigation Plan for more information regarding natural hazards for the area.

2.1.3 Hazard Analysis

The County has developed a Multi-Jurisdictional Natural Hazard Vulnerability and Risk Assessment that provides each jurisdiction with a sense of natural hazard priorities, or relative risk. This assessment can be found in Linn County's Natural Hazard Mitigation Plan.

This hazard analysis, presented in Table 2-3, was last prepared in 2013.

Table 2-3 County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History[1] (WF=2)	Vulnerability[2] (WF=5)	Max Threat[3] (WF=10)	Probability[4] (WF=7)	
Score for each rating criteria = Rating Factor (High = 8–10 points; Medium = 4–7 points; Low = 1–3 points) x Weight Factor (WF)					
Utility Failure/Disruption	20	50	100	70	240
Re-emerging Disease Pandemic	14	50	100	70	234
Severe Snow/Ice/Hail Storm	20	50	90	70	230
Flood	20	50	80	70	220
Earthquake	10	45	100	63	218
Terrorism	4	50	100	56	210
Wildland/Forest Fire	20	30	80	70	200
Volcanic Eruption – Ash Fallout	6	50	80	56	192
Severe Wind Storm	14	35	70	70	189
Dam Failure	4	50	100	28	182

Notes:

History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; medium = 2–3 events in last 100 years; low = 1 or 0 events in last 100 years.

Vulnerability addresses the percentage of population or property likely to be affected by the average occurrence of a hazard. Weight Factor is 5. Rating factors: high = more than 10% affected; medium = 1%–10% affected; low = less than 1% affected.

Maximum Threat addresses the percentage of population or property that could be affected in a worst-case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; medium = 5%–25% could be affected; low = less than 5% could be affected.

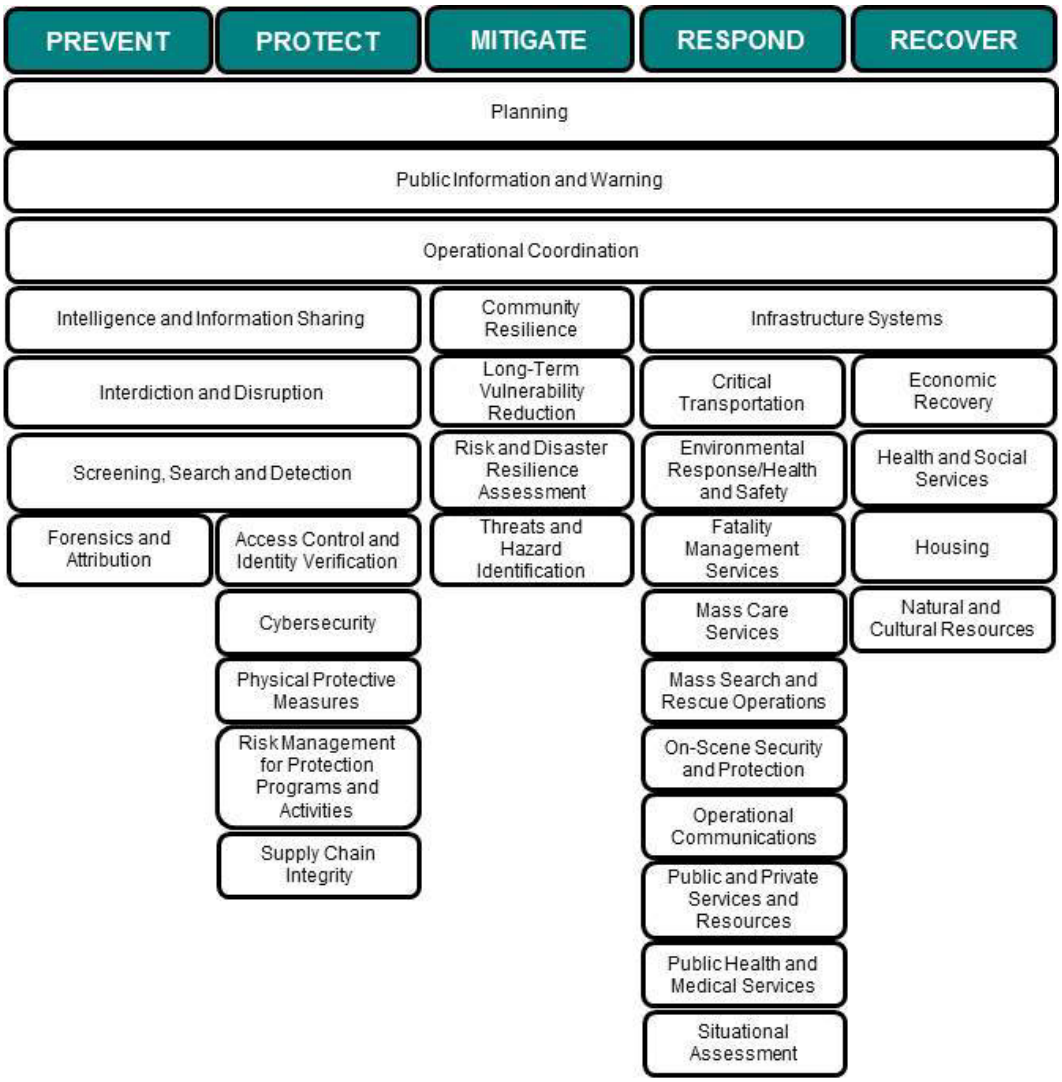
Probability addresses the likelihood of a future hazard occurrence within a specified period of time. Weight Factor is 7. Rating factors: high = one incident likely within a 10–35-year period; medium = one incident likely within a 35–70-year period; low = one incident likely within a 75–100-year period.

2.1.4 Capability Assessment

The availability of the County's physical and staff resources may limit its capability to conduct short- and long-term response actions on an independent basis. County response capabilities are also limited during periods when essential staff are on vacation, sick, or under furlough due to budgetary constraints. Linn County conducts an annual capability assessment in conjunction with the Oregon Department of Emergency Management. The core capabilities and FEMA Mission Areas are identified in table 2-1. The most critical areas of focus are on the core capabilities of Operational Coordination, Planning, Public Information

and Warning, and Operational Communications. Through these assessments, it has been identified that all five areas of the Planning, Organization, Equipment, Training, and Exercise (POETE) analysis are needed to ensure adequate response and recovery to disasters. For the core capability of Operational Coordination specifically, all five POETE areas will need to be expanded to fill the gap.

Figure 2-1 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 County. CIKR includes the assets, systems, networks, and functions that provide vital services to cities; states; regions; and, sometimes, the nation; disruption to which could significantly impact vital services, produce cascading

effects, and result in 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.
- Police stations, 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 County servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding County agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.

- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other 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 County. Although this Plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State-declared emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
    - Familiar with established policies and procedures
    - Assigned pre-designated tasks
    - Provided with assembly instructions
    - Formally trained in the duties, roles, and responsibilities required of them during emergency operations

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3 Roles and Responsibilities

3.1 General

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.

Most County 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.

3.2 Emergency Management Organization

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

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

3.2.1 Executive Group

The Executive Group may include representation from each County 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, volunteer 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 consider 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 Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the Board of Commissioners. 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 Board of Commissioners will provide an elected liaison with the community and other jurisdictions. In the event a declaration of emergency is needed, the County Chair will initiate and terminate the state of emergency through a declaration by the Board of Commissioners.

General responsibilities of the Board of Commissioners include:

- Establishing emergency management authority by County resolution.
- 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.

3.2.1.2 County Administrative Officer

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

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

3.2.1.3 Sheriff

The Board of Commissioners has delegated authority and responsibility for organizing, administering, and operating the County EMO to the Sheriff. The Sheriff has delegated the day-to-day authority and responsibility for overseeing emergency management programs and activities to the Emergency Manager. The Sheriff is responsible for:

- Serving as staff advisor to the Board of Commissioners and County Administrative Officer for emergency matters.
- Maintaining the authority to resolve conflicts when resources are limited.
- Supporting the Emergency Manager in coordinating the local emergency management program.

3.2.1.4 Emergency Manager

The Emergency Manager works with the Executive Group to ensure that there are unified objectives regarding the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. The Emergency Manager is responsible for:

- 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).
- Activating and ensuring the operational capability of the County EOC.
- Keeping the governing body apprised of the County's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the County and OEM.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.5 County Department Heads

Department and agency heads collaborate with the Executive Group during development of local emergency plans and provide key response resources. County department and agency heads and their 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 County Administrative Officer.

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, most County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All County departments are responsible for:

- Supporting EOC operations to ensure that the County 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.
- 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 County departments.
- Assigning personnel to the EOC, as charged by this plan.
    - All departments and staff operating in Linn County's EOC should at a minimum complete FEMA's basic ICS courses (IS-100, 200, 700, and 800). It is recommended that key leadership positions (Incident Commander, Operations, Planning, Finance, and Liaison section chiefs) complete ICS 300 and 400.
- 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). Refer to Table 6.1, Minimum Training Required.
- 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 County Responsibilities: Community Lifelines Model

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, public health, environmental health, and public works departments.

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

lifeline is associated with specific County departments responsible for ensuring essential services during emergencies. Below are the Community Lifelines, their responsible agencies, and a summary of responsibilities.

1. Transportation Lifeline

Responsible Agency: Road Department
Supporting Agency: Sheriff's Office, Health Department
Responsibilities:

- Maintain and restore transportation infrastructure, including roads and bridges.
- Support evacuation efforts, as well as the movement of goods, services, and response operations.

2. Communications Lifeline

Responsible Agency: Sheriff's Office
Supporting Agency: Health Department
Responsibilities:

- Ensure operational communications systems remain functional, including public alerting capabilities.
- Facilitate communication for emergency response efforts.

3. Safety and Security Lifeline

Responsible Agency: Sheriff's Office, Fire Defense Board
Responsibilities:

- Provide law enforcement services.
- Fire Defense Board is responsible for fire response and urban Search and Rescue (SAR).
- Manage hazardous materials incidents.
- Protect agriculture, animals, and overall public safety.

4. Food, Water, Shelter Lifeline

Responsible Agency: Health Services
Supporting Agency: Sheriff's Office
Responsibilities:

- Provide shelter, food, and water for displaced individuals.
- Ensure water quality and the distribution of essential resources.

- The Sheriff's Office Animal Control Division will support animal and livestock operations related to CL 4.

5. Health and Medical Lifeline

Responsible Agencies Health Services
Supporting Agencies: Fire Defense Board
Responsibilities:

- Provide medical services and public health support during emergencies.
- Manage medical resources and coordinate with hospitals and other healthcare facilities.

6. Energy Lifeline

Responsible Agency: Road Department
Supporting Agencies: Sheriff's Office, Health Department
Related CLs: CL 6 (Energy - Power and Fuel)
Responsibilities:

- Restore and maintain power and fuel systems.
- Support the continuous operation of critical infrastructure.

7. Hazardous Materials Lifeline

Responsible Agency: Fire Defense Board
Supporting Agencies: Sheriff's Office, LEPC, Health Services
Responsibilities:

- Manage hazardous materials response and containment.
- Coordinate with appropriate agencies for decontamination and environmental protection.

3.2.3.1 Other Agency Responsibilities

Other County department and agency heads not assigned a specific lifeline in this Plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the Emergency Manager.

3.3 Local and Regional Response Partners

The County's emergency organization is supported by several outside organizations, including the incorporated cities, 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 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 emergency management 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 County, nongovernmental/faith-based organizations provide shelters, 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 County's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing 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 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 Emergency Support Functions (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.

3.5 Federal Response Partners

Federal response partners are typically requested by OEM if 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 National Response Framework.

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

4 Concept of Operations

4.1 General

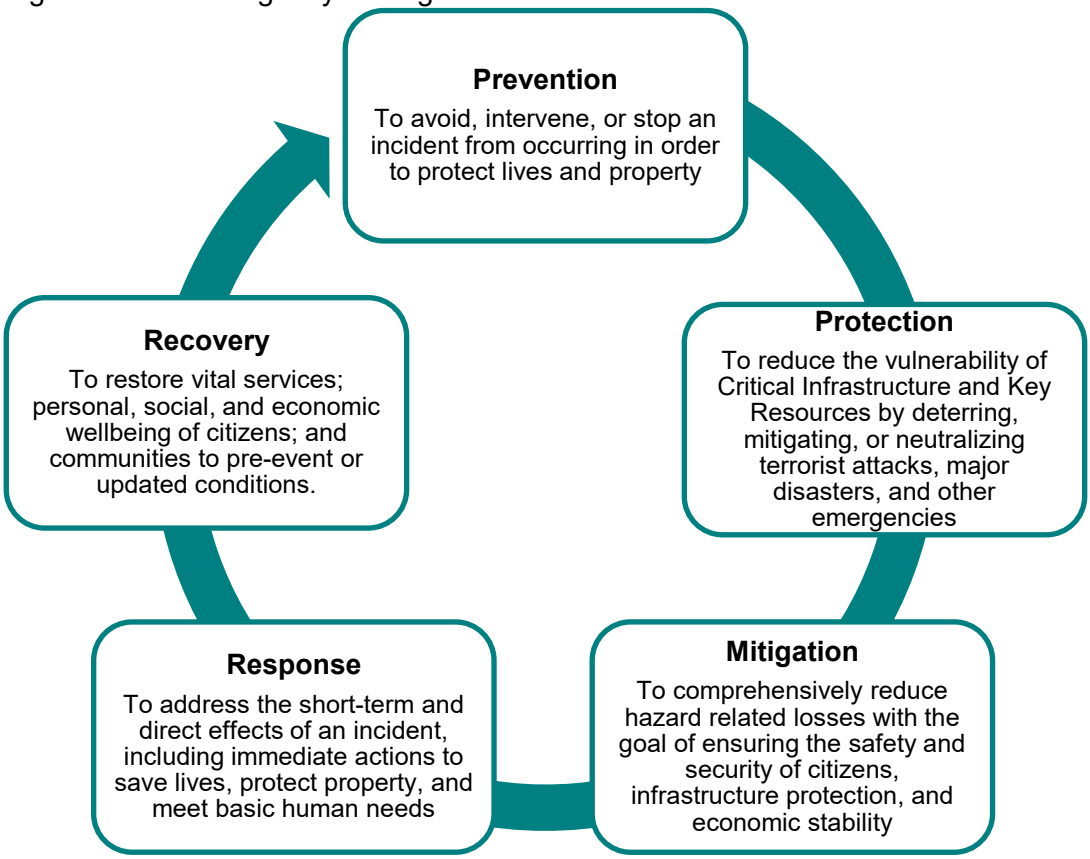
Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material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

The County is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the County or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events where County 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 due to most responsibilities and functions performed during an emergency being non 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 County in the following five mission areas.

Figure 4-1 Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

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

1. Lifesaving: Efforts to save lives and operations that minimize risks to public health and safety.
2. Property: Efforts to reduce impacts to 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 County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take

place concurrently until 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 County's recovery priorities for CIKR are defined below:

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

4.4 NIMS Incident Levels

Incident levels follow the NIMS structure. 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 County and requiring national response resources (source: U.S. Fire Administration).

- Federal agencies are involved in response and recovery operations (Type 3), or
- National resources are impacted (such as waters of the U.S.), requiring response from federal agencies.

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 police traffic stop.

Table 4-1 NIMS Incident Levels	
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.
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 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.

Table 4-1 NIMS Incident Levels	
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 arises, and it is determined that the normal organization and functions of County government are insufficient to effectively meet response requirements, the Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, the Emergency Manager may partially or fully activate and staff the County EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved County emergency services will implement their respective plans and procedures, and provide the Emergency Manager with the following information:

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

4.5.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager and the 9-1-1 Communications Center. County 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 if these resources are available.

The County utilizes the Linn-Benton ALERT Emergency Notification System powered by Everbridge also known as Oregon ALERT. Linn-Benton ALERT is a mass notification system that allows public safety officials to provide rapid notifications to Linn and Benton County residents of emergencies, evacuations, and other urgent events.

Internal emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the County EOC as appropriate.

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 County personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and County staff, as well as personnel from neighboring jurisdictions or the State to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the County, a public warning and broadcast system has been established for the County to provide emergency information and instructions during a pending or actual emergency incident or disaster.

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together using 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.

The County has updated its radio system to include a 700-MegaHertz system.

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 provide the basis for

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

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

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of 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 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 County resources. In a situation where resource allocations are in dispute, the County Administrative Officer has the final allocation authority. County resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:
    1. Protection of life
    2. Protection of responding resources
    3. Protection of public facilities
    4. Protection of private property
- Distribute resources so that the most benefit is provided for 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. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. County response personnel and support staff are trained and exercise using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources. Linn County will use resource typing in accordance with NIMS principles as assets are acquired.

4.5.5.2 Credentialing of Personnel

Credentialing of personnel ensures that individuals working in, or having access to, the EOC have a minimum level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

A badge system has been implemented to identify personnel who are authorized to be present at the EOC. The Sheriff's Administrative Assistant makes the access badges as needed and there are several that can be signed out as needed.

4.5.5.3 Volunteer and Donations Management

Volunteers and Donation Management will be a collaborative effort between the Sheriff's Office and Linn County Health Services. Depending on the incident type, both agencies could be involved in managing unaffiliated volunteers and donations. Additionally, both entities will coordinate with community partners and volunteer groups. Procedures for accessing and managing these services during an emergency will follow NIMS and ICS guidelines from FEMA and OEM.

Volunteer and donation management during emergency operations will be coordinated through the County Emergency Operations Center (EOC). The County EOC will act as the central point for coordinating resources, sharing information, and facilitating volunteer and donation efforts across different Community Lifelines. However, the agency assigned to a specific function under a Community Lifeline will be responsible for managing the volunteers and donations specific to its operational needs.

For example:

- If a shelter is activated under the Food, Water, and Shelter Lifeline and requires volunteers, the **Linn County Health Department** will be responsible for managing those volunteers, including their recruitment, training, and deployment.
- If the County EOC establishes a call center and requires volunteers to serve as call takers, the **Sheriff's Office** will manage those volunteers, ensuring they are properly integrated into call center operations.

The County EOC will provide support to agencies by maintaining a coordinated approach to volunteer and donation management, assisting with resource allocation, and ensuring that all activities are conducted in accordance with established protocols and safety guidelines.

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 with sensory impairment
- Individuals with limited English proficiency
- Children and the elderly
- Individuals without transportation
- Individuals who have medical conditions requiring assistance
- Individuals with special dietary needs
- Individuals who experience physical and cognitive disabilities

Persons with access and functional needs within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the County Emergency Manager will assist them in carrying out this responsibility by providing

preparedness information, emergency public information, and critical public services in an accessible manner.

4.5.7 Children and Disasters

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

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

4.5.8 Animals in Disaster

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

4.5.9 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 Incident Commander.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or Incident Commander.
- Repair and maintenance of equipment, if necessary.

The County Administrative Officer, with advice from Incident Commander and/or on-scene Incident Commander, will determine when a state of emergency no

longer exists, emergency operations can be terminated, and normal County functions can be restored.

4.5.10 Transition to Recovery

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

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

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

5 Command and Control

5.1 General

The ultimate responsibility for command and control of County departments and resources lies with the Board of Commissioners; however, the Emergency Manager will maintain direction and control of the County EMO, unless otherwise delegated. County emergency operations, both on-scene and in the County EOC, will be conducted in a manner consistent with NIMS, including use of ICS.

During a County-declared disaster, control is not relinquished to 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., Road Department, Sheriff's Office, and/or local fire departments/districts), 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 Emergency Manager and request activation of the County EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with 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 County may activate the EOC. The EOC will follow traditional ICS and may also be responsible for coordinating on scene operations.

In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the County EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the County EOC to serve as part of the Unified Command or Multi-Agency Coordination Group, ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or from private contractors will be requested and used as an adjunct

to existing County services, and then only when a situation threatens to expand beyond the County's response capabilities.

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

5.4.1 Emergency Operations Center Activation

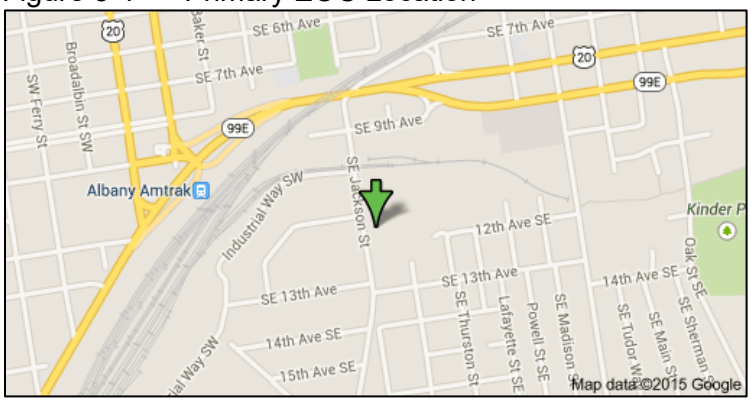
During emergency operations, and upon activation of the EOC, EOC staff will assemble and exercise direction and control, as outlined in the Linn County EOC guide.

5.4.2 Emergency Operations Center Location

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

County Sheriff's Office
1115 SE Jackson, Albany, Oregon

Figure 5-1 Primary EOC Location



If necessary, the alternate location for the County EOC is:

Tangent Substation (OSU Extension Services)
33630 McFarland Rd, Tangent, OR 97389

Tangent Rural Fire District
32053 Birdfoot Drive Tangent, OR 97389
EOC Activation Contact: Fire Chief

The location of the EOC can change, as required by the needs of the incident. Coordination and control of County 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 Incident Commander will designate an alternate facility.

5.4.3 Emergency Operations Center Staffing

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

County 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 County, 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 County EOC will be limited through the use of keycard access to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Incident Commander 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 Incident Management Software

The County utilizes a variety of incident management software systems and programs. EOC staff train regularly on these different systems.

5.4.6 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 Incident Commander, and County Administrative Officer.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the County EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief

information. This alternative should be weighed against the option of immediately requiring the County Administrative Officer and staff to manage recovery operations as part of their daily responsibilities.

The Sheriff has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified of its activation. If necessary, the EOC may also be re-opened 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 County will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-2).

The County ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The County ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency.

The Sheriff's Office maintains an EOC guide that provides a detailed overview of the different Command and General Staff roles used in ICS.

5.5.1 Unified Command

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

Table 5-1 presents a comparison of a single Incident Commander and Unified Command.

Table 5-1 Comparison of Single Incident Commander and Unified Commander	
Single Incident Commander	**Unified Command**
The Incident Commander is solely responsible (within the confines of his or her authority) for establishing incident objectives and strategies. The Incident Commander is directly responsible for ensuring that all functional area activities are directed toward accomplishment of the strategy.	The individuals designated by their jurisdictional and organizational authorities (or by departments within a single jurisdiction) must jointly determine objectives, strategies, plans, resource allocations, and priorities and work together to execute integrated incident operations and maximize the use of assigned resources.

Source: ICS-300: Intermediate ICS for Expanding Incident Student Manual.

5.5.2 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 involve 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 communication 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

5.5.3 Multi-Agency Coordination

A Multi-Agency Coordination Group (MAC Group) is a multi-disciplinary, and in some cases multi-jurisdictional, decision-making group. Membership of the MAC Group is based on incident characteristics and is subject to change as the situation evolves.

A MAC Group is responsible for the following activities:

- Prioritizing multi-agency/multi-jurisdictional incidents using situation status reports.
- Allocating only scarce resources based on prioritized incidents.
- Recommending multi-jurisdictional policy.
- Resolving common issues.
- Communicating MAC Group decisions to local EOCs.

It is important to note that MAC Groups do not exercise command authority or assume control of local operations and will not direct resources or serve as an ordering point. A MAC Group serves as a vehicle for consensus-based decision-making during an event that impacts multiple agencies and/or jurisdictions.

6 Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected, or appointed official takes office or at a minimum of every two years to comply with State requirements. This review will be coordinated by the County Emergency Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP 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:

Ric Lentz, Emergency Manager
Linn County Sheriff's Office
1115 SE Jackson St.
Albany, OR 97322
rlentz@linnsheriff.org

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.

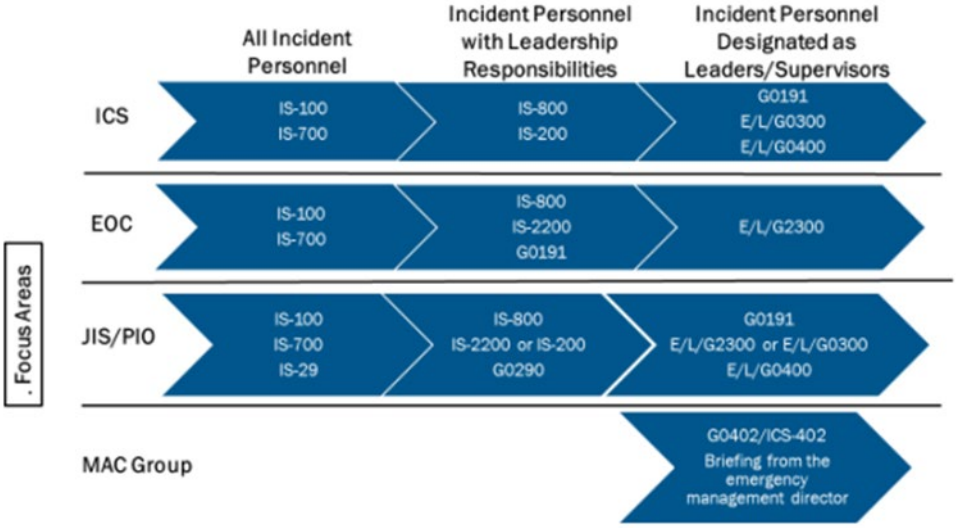
The County Emergency Manager coordinates training for County personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County). Training requirements apply to all first

responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

- EMS personnel.
- Firefighters.
- Law enforcement personnel.
- Public works/utility personnel.
- Skilled support personnel.
- Other emergency management response personnel.
- Support/volunteer personnel at all levels.

Minimum Training Requirements



6.3 Exercise Program

The County will conduct exercises throughout the year to test and evaluate this EOP. The County 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. Exercises may not be conducted if the County faced a significant disaster or incident that required the activation of the County EOC.

As appropriate, the County 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 work with County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After-Action Reporting

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

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stories 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 County's EMO.

6.5 Community Outreach and Preparedness Education

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

Information about the County's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County's website at http://www.linnsheriff.org/emergency.html.

6.6 Funding and Sustainment

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

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

- Ensure that the Board of Commissioners 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

BEFORE THE BOARD OF COMMISSIONERS
FOR LINN COUNTY, OREGON

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

RESOLUTION

This matter came before the BOARD OF COMMISSIONERS at an emergency meeting on month, day, year, involving an emergency situation created by incident type which is threatening life and property; and

WHEREAS, month, day, year; military time of occurrence, and description of the emergency incident; and

WHEREAS, specific geographic boundaries of event; and

WHEREAS, deaths, injuries, and population at risk; and

WHEREAS, the following conditions, current conditions exist in the impact area; and

WHEREAS, the initial estimate of the damage and impacts is, initial estimate of the damage and impacts; and

WHEREAS, the county EOC has been implemented and the following actions have been taken and resources have been committed by the County, what actions have been implemented and resources committed by the County; and

BE IT RESOLVED that the BOARD OF COMMISSIONERS, under the emergency powers granted by ORS 401.305, declares that a State of Emergency exists within Linn County due to the fact that local resources have been exhausted. Further, County Sheriff's Office is hereby directed to take all necessary steps authorized by law to secure the persons and property of the citizens of Linn County. State assistance is requested immediately and includes the following:

assistance needed from the State

assistance needed from the State

assistance needed from the State

Dated at Albany, Oregon, this _____ day of _____

COUNTY BOARD OF COMMISSIONERS

_____

County Chair

_____

Commissioner, Position 2

_____

Commissioner, Position 3

DECLARATION OF EMERGENCY

BEFORE THE CITY COUNCIL
FOR THE COUNTY OF LINN COUNTY, OREGON

To: Ric Lentz , Emergency Manager
Linn County Sheriff's Office

From: name and title,
City, Oregon

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

Deaths: number of deaths

Injuries: number of injuries

Population at risk: number of population at risk

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

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

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

Actions that have been taken and resources that have been committed by the City: 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 and that the City has expended or will shortly expend its necessary and available resources. I respectfully request that City provide assistance, consider the City an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from State agencies and/or the federal government.

Signed: _____

Title: _____ Date & Time: _____

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

B Incident Command System Forms

All FEMA ICS Form can be viewed and downloaded at:

- https://training.fema.gov/icsresource/icsforms.aspx

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Appendix C. Emergency Operations Center Position Checklists

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart

C Incident Action Planning Cycle

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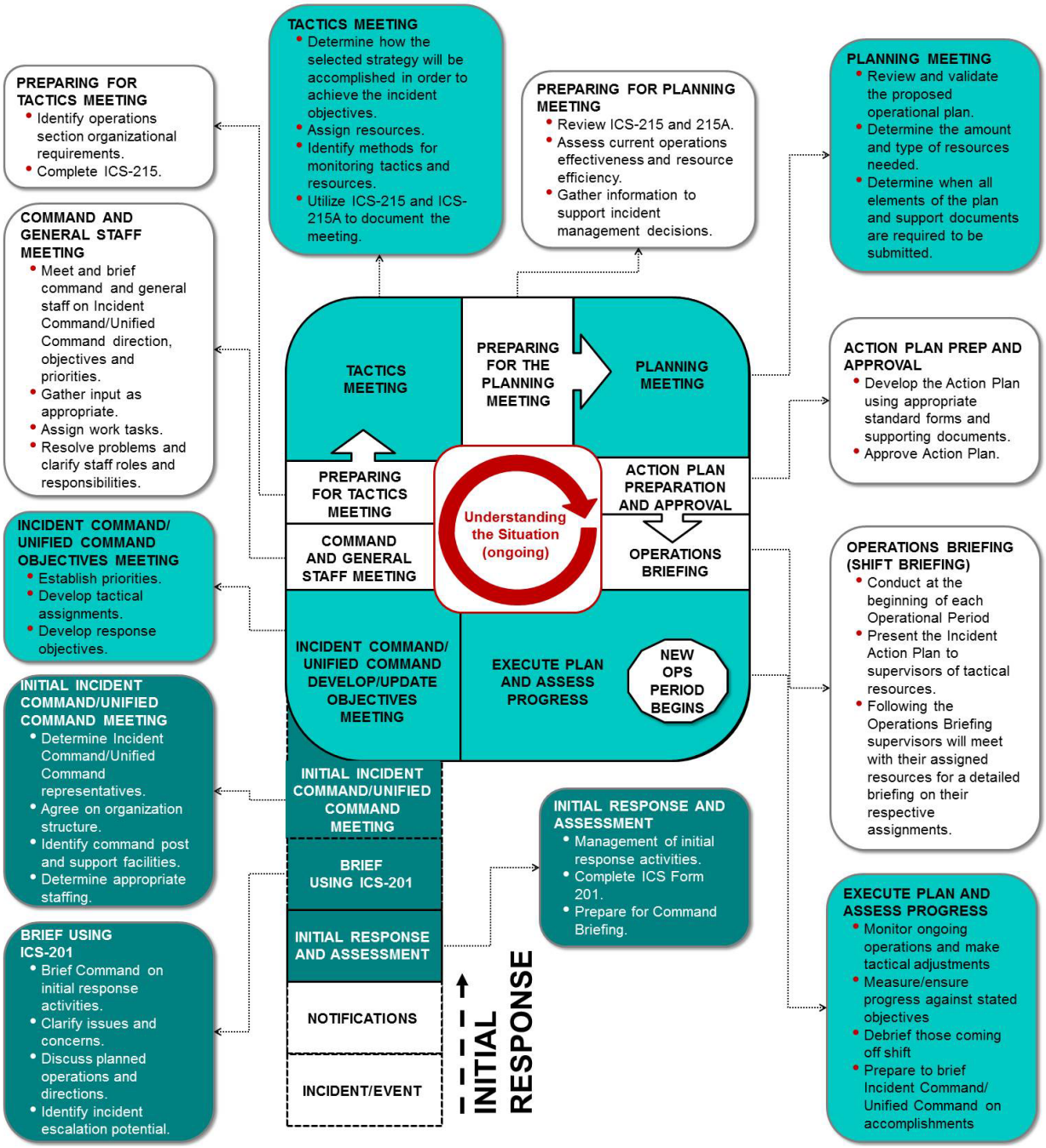
Appendix C. Incident Action Planning Cycle

An Incident Action Plan is the vehicle by which the Incident Commander communicates his or her expectations and provides collaboration and participation among all levels of incident management. A complete Incident Action Plan facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. The Planning "P" in Figure D-1 is a guide to the process and steps involved in planning for an incident. The leg of the "P" describes the initial response period whereas the top of the leg of the "P" is the beginning of the first operational planning period cycle.

Figure D-1 Planning "P"



Appendix C. Incident Action Planning Cycle

D Agreements and Memorandums of Understanding

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Appendix D. Agreements and Memorandums of Understanding

The following Agreements and Memorandums of Understanding are in place for the County:

Agreement Title	Agencies Cooperating with Linn County	Purpose of Agreement
Inter-County Mutual Aid Agreement	Counties of Benton, Clackamas, Clatsop, Columbia, Lincoln, Marion, Multnomah, Polk, Tillamook, Washington, and Yamhill	An Omnibus agreement to facilitate and encourage Emergency Assistance among Counties in the form of supplemental personnel, equipment, materials, or other support.
MOU Between Linn County Sheriff's Office and the US DOE for Emergency Preparedness and Response	US Department of Energy, National Energy Technology Laboratory –Albany Research Center	Linn County Sheriff will provide law enforcement and emergency management assistance on request and the Albany Research Center will provide named resources on request.
Intergovernmental Agreement for Telecommunications Services	State of Oregon, Department of Administrative Services	Agreement to allow Linn County to use the State's telecommunications backbone network
Intergovernmental Agreement	City of Albany	Agreement between the City and County to jointly use and operate a Mobile Data Terminal System and associated computer hardware and software
Memorandum of Agreement	Linn-Benton-Lincoln Educational Service District and its associated school districts, Linn County Health Services, Linn County Juvenile Department, Linn County Council for Integrated Child and Family Services	Agreement to take action to establish and conduct activities that will help ensure safe schools
Memorandum of Cooperation and Support	Albany Fire Department, Benton County Government, Benton County Sheriff's Office, City of Albany, Corvallis Fire Department, Corvallis School District 509J, Greater Albany School District 8J, Jefferson Fire District, Linn-Benton Community College, Oregon State University, Philomath School District 17J, Samaritan Regional Health Services, Siuslaw National Forest	Agreement to jointly provide Public Information coordination and support in emergency situations, to include establishing and implementing a Joint Information Center, as needed
Memorandum of Understanding - Oregon Public Works Emergency Response Cooperative Assistance Agreement	Oregon Department of Transportation and participating local, county, and state government agencies	Agreement to facilitate emergency requests and response for personnel, materials, and equipment, and procedures which specify documentation, compensation, and indemnification and worker comp.

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E References

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FEMA Policy

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- 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
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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
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- 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

Copies of the following documents can be obtained by contacting the Emergency Manager:

- Emergency Operations Plan
- Natural Hazard Mitigation Plan
- Community Wildfire Protection Plan
- Memoranda of Agreement/Understanding
- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

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F Acronyms and Glossary

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Acronyms

AAR	After-Action Report
ADA	Americans with Disabilities Act
AOC	Agency Operations Center
ARES	Amateur Radio Emergency Services
CBO	Community Based Organization
CBRNE	Chemical, biological, radiological, nuclear, or explosive
CDC	Centers for Disease Control and Prevention
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
COAD	Community Organizations Active in Disaster
COOP	Continuity of Operations
County	Linn County
CWPP	Community Wildfire Protection Plan
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
ETA	Estimated Times of Arrival
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	geographical information system
GSRMC	Good Samaritan Regional Medical Center

HAN	Health Alert Network
HOSCAP	Oregon Hospital Capacity Web System
HPP	Healthcare Preparedness Program
IAP	Incident Action Plan
IBA	Incident Business Advisor
ICARS	Incident Cost Analysis Reporting System
ICP	Incident Command Post
ICS	Incident Command System
IDA	initial damage assessment
IMT	Incident Management Team
JIC	Joint Information Center
JIS	Joint Information System
LBCOAD	Linn-Benton Community Organizations Active in Disaster
LCDHS	Linn County Department of Health Services
LCEH	Linn County Environmental Health
LCPH	Linn County Public Health
MAC Group	Multi-Agency Coordination Group
MRC	Medical Reserve Corps
Nation	United States
NIMS	National Incident Management System
NRF	National Response Framework
NTSB	National Transportation Safety Board
ODA	Oregon Department of Agriculture
ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
OERS	Oregon Emergency Response Service
OHA	Oregon Health Authority
OPHD	Oregon Public Health Division

OR-DHS	Oregon Department of Human Services
ORS	Oregon Revised Statutes
OSFM	Oregon State Fire Marshal
OSHA	Oregon State Health Authority
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
PO	Purchase Order
POD	point of distribution
PPE	Personal Protective Equipment
Red Cross	American Red Cross
SAD	State Active Duty
SAGH	Samaritan Albany General Hospital
SAR	Search and Rescue
SLCH	Samaritan Lebanon Community Hospital
SOP	Standard Operating Procedure
State	State of Oregon
USDA	United States Department of Agriculture
VOAD	Volunteer Organizations Active in Disasters

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Glossary of Key Terms

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 using 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 or EOC Director, 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.

Community Lifelines: Lifelines are the most fundamental services in the community that enable all other aspects of society to function. Lifelines are the integrated network of assets, services, and capabilities that are used day-to-day to support the recurring needs of the community. Currently, there are 8 Community Lifelines identified that have multiple components and subcomponents that are necessary in assessing the condition of each lifeline.

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 Plan: 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 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 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 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 or EOC Director. 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 that reflect 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 public health events or fires 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 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 supporting emergency operations 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 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 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 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 several 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 everyone 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

Source: https://www.fema.gov/oet-tools/chemical-incident-consequence-management/glossary

Community Lifeline Annexes

COMMUNITY LIFELINE 1 – TRANSPORTATION

Last updated: May 2025

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Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Amtrak Bus Companies (Albany Transit and Linn-Benton Loop) Local transits School Districts Local Municipalities
Primary State/Federal Agency	Oregon Department of Transportation

1 Introduction

1.1 Purpose

The Transportation Community Lifeline (CL) describes how Linn County will coordinate emergency transportation needs during a time of emergency including accessing damage to and restoration and maintenance of transportation networks – specifically, roads and bridges.

1.2 Scope

The following activities are within the scope of the Transportation Lifeline:

- Identify obstructions and damage to transportation infrastructure, as well as general impact assessments.
- Coordinate repair and restoration of the County's transportation network.
- Process and coordinate requests for transportation support from city and local partners.
- Monitor, control, and coordinate vehicular traffic flow.
- Coordinate reporting on damage to and status of transportation infrastructure for all modes of transportation.
- Provide logistical transportation of evacuees, personnel, equipment, and materials and supplies.
- Provide maps for all modes of transportation.
- Prioritize and initiate emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the transportation infrastructure.

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards that may cause disruption to transportation systems and require support. The County's transportation system consists of a complex network of road, rail, and air systems. The following considerations should be taken into account when planning for and responding to incidents related to Transportation:

- A significant emergency or disaster may severely damage transportation infrastructure.
- The movement of people, equipment, and supplies may be much less efficient in emergency conditions than under normal circumstances.
- Many localized transportation activities may be disrupted or hindered by damaged surface transportation infrastructure.
- In anticipation of or reaction to a disaster, evacuations that overwhelm standard routes may require resources beyond the capabilities of the County.

2.2 Assumptions

The Transportation Lifeline is based on the following planning assumptions:

- County transportation infrastructure will likely sustain damage during an emergency. The damage, depending upon the integrity of the transportation network, will determine the effectiveness and efficiency of response and recovery.
- Operations may require traffic control to divert traffic around damaged, isolated, or evacuated areas.
- The immediate use of transportation systems for emergency operational activities may exceed County capabilities, thus requiring assistance from neighboring jurisdictions and/or State of Oregon (State) and federal government.
- Rapid damage assessments of impacted areas will assist in the determination of response priorities and transportation demands.

3 Responsibilities by Phase of Emergency Management

3.1 Preparedness

3.1.1 Primary County Agencies

- ❑ Coordinate regular review and update of this annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support Lifeline 1 activities.
- ❑ Maintain an operational Agency Operations Center, if appropriate, to facilitate coordination of Lifeline 1 activities.
- ❑ Maintain liaison with construction and equipment rental companies.

3.1.2. Supporting County Agencies

- ❑ Support regular review and update of this annex.

3.1.3. Community Partners

- ❑ Participate in collaborative planning with the County to ensure capability to support Lifeline 1 activities.
- ❑ Maintain liaison with construction and equipment rental companies.

3.2. Response

3.2.1 Primary County Agencies

- ❑ Provide a representative to the County Emergency Operations Center (EOC), when requested, to support Lifeline 1 activities.
- ❑ Coordinates and is responsible for all transportation-related missions in support of the County EOC and continuity of operations.
- ❑ Work with other agencies as needed to determine the usable portions of the County transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
- ❑ Provide transportation-related public information and mapping support to the EOC during response and recovery activities.
- ❑ Deploy and engage variable message signs.

3.2.2 Supporting County Agencies

- ❑ Provide personnel on scene to assist with road closures, traffic redirection, and other activities in line with the Sheriff's Office mission functions.

- ❑ Provide a police presence (escort) to vehicles carrying sensitive equipment or supplies.
- ❑ Support damage assessment of transportation routes.
- ❑ Provide security for transportation staging areas, when needed.

3.2.3 Community Partners

- ❑ Provide railroad transportation resources for emergency use.
- ❑ Provide bus transportation resources.
- ❑ Provide vehicles and personnel for emergency use.
- ❑ Provide a liaison to the County EOC when requested.
- ❑ Support transportation-related missions in support of the City and/or County EOC.
- ❑ Work with other agencies as needed to determine the usable portions of the City transportation system, including roads and bridges, railroads, transit systems, and motor carrier facilities.
- ❑ Provide vehicles and personnel for emergency use.

3.3 Recovery Phase

3.3.1 Primary County Agencies

- ❑ Facilitate transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.
- ❑ Monitor personnel time and equipment use through ICS 214 form.

3.3.2 Supporting County Agencies

- ❑ Support transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.
- ❑ Monitor personnel time and equipment use through ICS 214 form or similar method.

3.3.3 Community Partners

- ❑ Support transition to recovery.
- ❑ Keep detailed records of expenses in case there is potential for federal and State reimbursement assistance.

3.4 Mitigation

3.4.1 Primary County Agencies

- ❑ Regularly inspect streets, public roadways, and rights-of-way for deterioration and make necessary repairs to keep them in good condition.
- ❑ Keep equipment in operating condition.

3.4.2 Supporting County Agencies

- ❑ Keep equipment in operating condition.

3.4.3 Community Partners

- ❑ Regularly inspect railway infrastructure for deterioration and make necessary repairs to keep them in good condition.
- ❑ Keep equipment in operating condition.

4 Concept of Operations

4.1 General

All transportation-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC.

If additional coordination of transportation activities is required, notification will be made to the Road Department (Primary Agency). The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate transportation infrastructure-related activities. If necessary, the EOC Incident Commander may activate a Public Works Branch under the Operations Section to coordinate CL 1 activities.

4.3 Emergency Operations Center Operations

When transportation-related activities are required during an incident or disaster, the County Road Department representative will be responsible for the following:

- ■ Serve as a liaison with supporting agencies and community partners.

- Provide a primary entry point for situational information related to transportation infrastructure.
- Share situation status updates related to transportation infrastructure to inform development of the Situation Report.
- Participate in, and provide transportation-specific reports for, EOC briefings.
- Assist in development and communication of transportation-related actions to tasked agencies.
- Monitor ongoing transportation-related actions.
- Share transportation-related information with Lifeline 14 – Public Information to ensure consistent public messaging.
- Coordinate transportation-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Transportation-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.5 Coordination with Other Community Lifelines

The following Lifelines support transportation-related activities:

- Safety and Security (Lifeline 3): Assist in traffic control and escort of emergency supplies.

5 Lifeline Annex Development and Maintenance

The County Road Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

LIFELINE 2 – Communications

Last updated: May 2025

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LIFELINE 2.

Communications

Tasked Agencies	
Primary County Agency	Sheriff's Office
Supporting County Agencies	Court System Department of Health Services (Health Alert Network)
Community Partners	Benton County Dispatch Center (backup) Telephone/cell phone providers Internet providers Local Municipalities
Primary State/Federal Agencies	Oregon Department of Emergency Management (SWIC) Oregon Department of Transportation Oregon State Police Department of Homeland Security

1 Introduction

1.1 Purpose

Community Lifelines 2 describes how Linn County will provide communications and information technology support during times of emergency.

1.2 Scope

The following activities are within the scope of LIFELINE 2:

- Establish and maintain an effective communications system, including County-owned and commercially leased systems, for use in a disaster.
- Maintain a reliable alert and warning system.
- Coordinate the provision of temporary communications capability to County agencies and facilities.
- Coordinate County support to City and tribal communications systems.
- Track the overall status of the County's communications infrastructure during a disaster.
- Maintain County information technology infrastructure, including provision of cybersecurity measures.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require communications support. The following considerations should be taken into account when planning for and performing LIFELINE 2 activities:

- Communication is information transfer and involves the technology associated with the representation, transfer, interpretation, and processing of data among persons, places, and machines. This includes transmission, emission, or reception of signs, signals, writing, images, and sounds or intelligence of any nature by wire, radio, optical, or other electromagnetic systems.
- A significant disaster or emergency condition may result in a high volume of requests for services required to save lives and alleviate human suffering.
- Accurate and timely information distribution is critical to guide decision making and response actions within all coordinated agencies and groups.
- A significant disaster or emergency is likely to degrade the infrastructure needed to facilitate efficient communication and therefore overwhelm a community's telecommunication repair capacity.
- Access to and from affected areas will likely be restricted.

2.2 Assumptions

LIFELINE 2 is based on the following planning assumptions:

- Management of resources and personnel will require accurate and timely information on which to base their decisions and focus their response actions.
- Surviving local telecommunication equipment will be utilized though likely diminished in capacity.
- There are identified frequencies that will be used for primary direction and control.
- Standard forms of communications may be severely interrupted during the early phases of an emergency or disaster.

- The loss of some or all telephone service may reduce or eliminate the effectiveness of the Emergency Operations Center (EOC) public information lines as well as the majority of the local departments' lines.
- Significant incidents may require evacuation of great numbers of affected populations. Such evacuations may require extensive coordination of inter- and intra-community communications and may exceed normal radio communication capabilities.
- At a time when the need for real-time electronically processed information is greatest, the capability to produce it may be seriously restricted or nonexistent due to widespread damage to communications and power systems facilities.
- If electronic emergency information systems are not available, paper logs may be used to record events, communications and messages, damage assessments, situation reports, resources utilized, staff hours expended, etc.

3 Responsibilities by Phase of Emergency Management

3.2 Preparedness

3.2.1 Primary County Agencies

- ❑ Coordinate regular review and update of the LIFELINE 2 annex with supporting agencies.
- ❑ Develop and maintain a communications resource inventory.
- ❑ Facilitate collaborative planning to ensure County capability to support LIFELINE 2 activities.
- ❑ Maintain an operational Agency Operations Center, if appropriate, to facilitate coordination of LIFELINE activities.
- ❑ Ensure that alternate or backup communications systems are available.
- ❑ Maintain the County's information technology systems.
- ❑ Coordinate provision of cybersecurity measures.
- ❑ Maintain communications equipment, including radio systems, phones, and satellite equipment.
- ❑ Maintain a reliable communications capability that permits communications between city, State of Oregon (State), and federal governments to support a disaster operation.

- ❑ Develop and conduct training to improve all-hazard incident management capability for response communications.

- ❑ Develop exercises and drills of sufficient intensity to challenge management and operations and to test the knowledge, skills, and abilities of individuals and organizations for response communications.

Supporting County Agencies

- ❑ Participate in trainings and exercises.

Community Partners

- ❑ Maintain communications equipment, including radio systems and satellite phones.
- ❑ Participate in trainings and exercises at the city and County levels.
- ❑ Develop and maintain a communications resource inventory.
- ❑ Facilitate collaborative planning to ensure the County's capability to support Lifeline 2 activities.
- ❑ Maintain the County's information technology systems.
- ❑ Coordinate provision of cybersecurity measures.
- ❑ Maintain a reliable communications capability that permits communications between the City and County to support a disaster operation.
- ❑ Participate in County-sponsored exercises and trainings to improve all-hazard incident management capability for response communications.

3.2 Response

3.2.1 Primary County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support Lifeline 2 activities.
- ❑ Use established common response communications language (i.e., plain English) to ensure that information dissemination is timely, clear, acknowledged, and understood by all receivers.
- ❑ Ensure that all critical communications networks are functioning.
- ❑ Provide information technology support during times of emergency.
- ❑ Monitor the status of the County's communication infrastructure during or following any disaster.

- ❑ Coordinate and assign resources necessary to respond to an incident that impacts the communications infrastructure.
- ❑ When necessary, coordinate provision of a temporary or interim communications capability as required.
- ❑ Conduct periodic maintenance and equipment systems checks on all communications equipment in the EOC.

Supporting County Agencies

- ❑ Provide a representative to the County EOC, when requested, to support LIFELINE 2 activities.

Community Partners

- ❑ Use amateur radio communications equipment to provide communications support between County and emergency management personnel.
- ❑ Provide backup communication resources as necessary.
- ❑ Monitor status of the County's communication infrastructure during or following any disaster.
- ❑ Provide communication resources to the County as available.

3.3 Recovery Phase

Primary County Agencies

- ❑ Facilitate transition to recovery.
- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.
- ❑ Coordinate and conduct a post-disaster situation analysis to review and determine the effectiveness of the pre-established tasks, responsibilities, reporting procedures, and formats to document crucial lessons learned and to make any necessary changes in this Lifeline Annex to improve future operations.

Supporting County Agencies

- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.

Community Partners

- ❑ Continue to perform the tasks necessary to expedite restoration and recovery operations.

3.4 Mitigation

Primary County Agencies

- ❑ Clean, repair, perform maintenance on, and test all communications and warning equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.
- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

Supporting County Agencies

- ❑ Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.
- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

Community Partners

- ❑ Clean, repair, and perform maintenance on all equipment before returning to normal operations or storage.
- ❑ Develop and maintain back-up systems, including back-up power ability.
- ❑ Attempt to construct/place new equipment away from possible hazards.
- ❑ Ensure that methods are in place to protect communications equipment, including cyber and telecommunications resources.

4 Concept of Operations

4.1 General

All communication-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

4.2 Emergency Operations Center Activation

The Sheriff's Office will inform appropriate communications staff of an EOC activation and ensure appropriate subject matter experts are able to assist the EOC. EOC communications will vary incident to incident. The EOC should use an ICS 205 form to establish an incident communications plan.

4.3 Emergency Operations Center Operations

When communication-related activities are staffed in the EOC, the communication specialist will be responsible for the following:

- Share situation status updates related to communication to inform development of the Situation Report.
- Participate in, and provide communication-specific reports for, EOC briefings.
- Assist in development and communication of communication-related actions to tasked agencies.
- Monitor ongoing communication-related actions.
- Share communication-related information with EOC Command and General staff and ensure the EOC has communication with other services required to maintain all Community lifelines.
- Coordinate communication-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Communication-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

5 Communications Lifeline Development & Updates

The County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

6 Appendices

- Appendix A – LCSO Alert & Warning Plan

LIFELINE 2.

Communications

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Appendix A – LCSO Alert and Warning Procedure

This appendix is available upon request to the Linn County Emergency Manager.

COMMUNITY LIFELINE 3 – SAFETY AND SECURITY

Last updated: May 2025

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Tasked Agencies	
Primary County Agency	Sheriff's Office & Linn County Fire Defense Board
Supporting County Agencies	Health Services, Linn County Road Dept, and Parks Dept.
Community Partners	City Police Departments (Albany, Lebanon, Sweet Home)
Primary State/Federal Agencies	Oregon State Police Oregon Department of Justice Department of Justice

1 Introduction

1.1 Purpose

The Safety and Security Community Lifeline outlines Linn County's approach to coordinating safety and security functions, such as law enforcement, search and rescue, firefighting, hazardous materials management, military support, and agriculture and animal protection. These functions are critical to maintaining public safety and minimizing risks during emergencies.

2 Situation and Assumptions

2.1 Situation

The County is faced with several hazards that may require support from several emergency services agencies working together to provide for the safety and security of the County.

- Significant disasters and emergency situations have the ability to damage infrastructure and lifelines that can overwhelm local abilities to meet basic human needs.
- Emergency services may be faced with a tremendous challenge in meeting the increased need for public assistance and aid and maintaining community security and safety.
- Local first responders may be preoccupied with securing their own families' situation and unable to fulfill their required functions during an event. This can also lead to increased mental fatigue and stress, which can have volatile consequences.

2.2 Assumptions

The Safety and Security Lifeline is based on the following assumptions:

- Emergency events may vary in severity and complexity, potentially overwhelming local resources and requiring external support.
- Secondary hazards, such as fires, hazardous materials spills, or infrastructure failures, may arise during emergencies.
- Response resources (personnel, equipment, etc.) may be limited due to high demand, damage, or inaccessibility.
- Mutual aid agreements and resource-sharing protocols will be critical for effective response.
- Coordination among agencies, partners, and stakeholders will be essential for integrated response efforts.
- Communication systems may be compromised or overwhelmed, requiring the use of backup systems.
- Residents may not always comply with safety measures (e.g., evacuation, shelter-in-place), affecting response operations.
- Vulnerable populations will require additional support, including tailored communication, evacuation assistance, and sheltering.
- Adverse weather or environmental conditions could delay response efforts, particularly in rural and wilderness areas.
- Spontaneous volunteers and private sector partners may offer assistance, necessitating coordination to ensure safety and integration.
- Federal support is typically limited to situations where state and local resources are exhausted.
- Accurate and timely situation reporting will be critical for securing additional resources.
- Long-term recovery may require extended efforts for community stabilization, infrastructure repair, and psychosocial support.

3 Roles and Responsibilities

This section defines the roles and responsibilities of the primary agencies during each phase of emergency management: Preparedness, Response, Recovery, and Mitigation.

3.1 Tasked Agencies

Multiple agencies are involved in the Safety and Security Community Lifeline to provide specialized expertise, resources, and geographic coverage needed for effective emergency response. Each agency addresses different risks—such as law

enforcement, firefighting, hazardous materials, and animal protection—ensuring comprehensive coverage and resource-sharing during complex incidents.

The Sheriff's Office is the Primary Agency responsible for the following safety and security functions:

- Law Enforcement
- Wilderness Search and Rescue
- Evacuations
- Military Support
- Agriculture and Animal Protection

The Linn County Fire Defense Board is the Primary Agency responsible for the following safety and security functions:

- Firefighting
- Urban Search and Rescue

Supporting County Agencies:

- Linn County Health Services
- Linn County Road Dept.
- Linn County Parks

Community Partners

- Albany PD
- Lebanon PD
- Sweet Home PD

3.2 Responsibilities by Phase of Emergency Management

For each function, the primary agency will engage in the following activities:

1. **Law Enforcement (Sheriff's Office)**
    - **Preparedness:** Planning, training, and maintaining readiness.
    - **Response:** Rapid mobilization, managing incidents, coordinating with other services.
    - **Recovery:** Restoring operations, conducting reviews, improving response capabilities.

- **Mitigation:** Reducing vulnerabilities, enhancing training, raising public awareness.

2. **Wilderness Search and Rescue (Sheriff's Office)**
    - **Preparedness:** Coordinating search protocols, training search teams, readiness checks.
    - **Response:** Mobilizing personnel, coordinating with local resources, deploying search teams.
    - **Recovery:** Returning resources to readiness, evaluating operations, and making improvements.
    - **Mitigation:** Developing search techniques, improving communication tools, and educating the public.
3. **Evacuations (Sheriff's Office)**
    - **Preparedness:** Planning evacuation routes, conducting evacuation drills, and community outreach.
    - **Response:** Activating evacuation plans, coordinating with firefighting teams, ensuring public safety.
    - **Recovery:** Supporting re-entry, evaluating evacuation plans, updating evacuation protocols.
    - **Mitigation:** Creating firebreaks, educating communities on fire safety, reducing fuel loads.
4. **Military Support (Sheriff's Office)**
    - **Preparedness:** Coordinating with National Guard units, developing joint training.
    - **Response:** Activating military support, coordinating resources, ensuring communication with civil agencies.
    - **Recovery:** Transitioning to long-term recovery, documenting support activities, updating procedures.
    - **Mitigation:** Strengthening mutual aid agreements, training personnel on military coordination.
5. **Agriculture and Animal Protection (Sheriff's Office)**
    - **Preparedness:** Developing plans for animal evacuation, coordinating with veterinarians, maintaining resources.
    - **Response:** Implementing animal evacuation, providing shelter, coordinating with health services.

- **Recovery:** Restoring agricultural operations, assessing impacts, improving response plans.
- **Mitigation:** Enhancing biosecurity, educating farmers on best practices, and improving shelter facilities.

6. **Firefighting (Linn County Fire Defense Board)**
   - **Preparedness:** Coordinating firefighting resources, conducting training, maintaining equipment.
   - **Response:** Deploying firefighting units, coordinating with mutual aid, managing resources.
   - **Recovery:** Demobilizing firefighting assets, evaluating response, updating plans.
   - **Mitigation:** Reducing fire risks, improving firefighting capabilities, enhancing public education.
7. **Urban Search and Rescue (Linn County Fire Defense Board)**
   - **Preparedness:** Identifying high-risk areas, training teams, maintaining specialized equipment.
   - **Response:** Mobilizing search teams, coordinating with emergency services, managing resources.
   - **Recovery:** Debriefing teams, restoring readiness, updating search protocols.
   - **Mitigation:** Improving urban rescue techniques, training personnel, enhancing public awareness.

4 Concept of Operations

4.1 General

The Safety and Security Community Lifeline will be performed in a manner that is consistent with National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

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4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC.

If additional coordination regarding safety and security activities are required, notification will be made to the identified primary county agencies. The primary county agencies will coordinate with supporting county agencies and community partners to assess and report current capabilities to the EOC.

4.3 Emergency Operations Center Operations

During EOC activation, the Safety and Security Community Lifeline functions as a core component of the County's emergency response, coordinating efforts to protect life, maintain order, and manage hazards. Integrated into the EOC's Incident Command Structure, it ensures effective collaboration between law enforcement, fire services, search and rescue, and other key agencies. The lifeline gathers situational information, deploys resources, maintains public order, supports access and functional needs, and facilitates a smooth transition to recovery operations, all while ensuring continuous communication and decision-making within the EOC.

Key Functions in EOC Activation:

- **Integration:** Works within the EOC's Incident Command System, led by a Branch Director.
- **Situational Awareness:** Collects and analyzes safety and security information to inform decision-making.
- **Coordinated Response:** Manages deployment of law enforcement, fire units, and search and rescue teams.
- **Public Order:** Supports evacuations, traffic control, and site security during incidents.
- **Access and Functional Needs:** Provides tailored support for vulnerable populations.
- **Recovery Transition:** Facilitates shift from response to recovery, including damage assessments.
- **Communication:** Maintains constant coordination with EOC leadership and other lifelines.

4.4 Access and Functional Needs Populations

The Safety and Security Community Lifeline will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to State and federal regulations and guidance.

4.5 Coordination with Other Emergency Support Functions

The Safety and Security CL works with the following CLs:

- **Transportation Lifeline:** Coordinates traffic management, road closures, and evacuation routes to ensure safe movement during emergencies.
- **Communications Lifeline:** Ensures reliable communication channels for emergency alerts, situational updates, and coordination between responders.
- **Health and Medical Lifeline:** Works with healthcare providers to ensure the safety of medical facilities, secure the transportation of patients, and support public health measures.
- **Food, Water, Shelter Lifeline:** Provides security at distribution sites and shelters and supports logistics for the safe delivery of essential resources.
- **Energy Lifeline:** Protects critical infrastructure, like power plants or substations, and ensures safe access for repair teams during outages.
- **Hazardous Materials (HAZMAT) Lifeline:** Coordinates containment, decontamination, and response efforts during chemical, biological, or radiological incidents.

5 Lifeline Development & Updates

The County Sheriff's Office and Fire Defense Board will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

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COMMUNITY LIFELINE 4 – FOOD, HYDRATION, & SHELTER

Last updated: May 2025

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Tasked Agencies	
Primary County Agency	Linn County Department of Health Services
Supporting County Agency	Sheriff's Office Linn County Fair & Expo Linn County Parks & Recreation
Community Partners	American Red Cross Local Municipalities Salvation Army Linn Benton Community College Community Services Consortium Linn-Benton Food Bank
Primary State/Federal Agencies	Oregon Department of Human Services Oregon Department of Emergency Managment Department of Homeland Security

1 Introduction

1.1 Purpose

Community Lifeline 4 describes how Linn County will ensure that essential human needs are met during emergencies. Linn County Health Services is responsible for coordinating access to safe food supplies, potable water, and adequate shelter for affected populations. This involves working with local agencies, non-profits, and community partners to distribute resources, manage shelters, and provide accurate public information. The County must ensure that vulnerable populations, such as the elderly, children, and individuals with disabilities, receive appropriate support, maintaining public safety and well-being throughout the emergency response

1.2 Scope

The following activities are within the scope of CL 4:

- Sheltering:
  - Sheltering for the general population and populations with access and functional needs
    - Medical needs at a shelter are addressed in CL 5 Health and Medical
- Feeding Operations:
  - Coordinating with food banks, local kitchens, and partner agencies to ensure the timely distribution of meals to evacuees and responders, with special dietary needs addressed when possible.
- Emergency Hydration:

- Providing bottled water and other potable water supplies to ensure hydration needs are met at shelters, distribution sites, and other emergency locations.

- Emergency assistance:
  - Family reunification
  - Bulk distribution of emergency relief items
  - Collecting and providing information to family members regarding those affected by the disaster

- Housing:
  - Coordinating short-term housing solutions for those affected by the disaster. This may include rental assistance, repairs, loans, manufactured housing, semi-permanent and permanent construction, referrals, identification and provision of accessible housing, and access to other sources of housing assistance

2 Situation and Assumptions

2.1 Situation

The County is faced with a variety of hazards that may impact large numbers of persons requiring sheltering, water quality/needs, and food distribution. The following considerations should be taken into account when planning for and implementing CL 4 activities:

- Hazards may affect widespread areas and emergency care personnel in unaffected neighboring communities may be overwhelmed with victims from a single community.

- Evacuees from other jurisdictions may contribute to the scarcity of resources, as an influx of evacuees can increase the population of a receiving community during a significant disaster or emergency event.

- Sheltering, hydration, and food distribution needs may range from very short-term operations for a limited number of people where the primary objective is to provide protection from the weather, comfortable seating, and access to rest rooms, to more lengthy operations for large numbers of evacuees where feeding, sleeping, and shower facilities are desirable, and a variety of assistance measures must be provided to evacuees.

- Disaster conditions are likely to require evacuation and care of domestic animals and livestock.

- The County recognizes that there are several categories of vulnerable populations who must be housed and fed following an evacuation.

- Vulnerable populations are defined as people who are elderly, those with disabilities and other medical or mental health conditions, those with limited English proficiency, those with hearing and sight impairments, those who are in institutions, and those without access to private vehicles, as well as people in schools, day care centers, prisons and detention centers, and drug treatment centers. This category also includes people who are transient such as tourists, seasonal workers, and the homeless.

2.2 Assumptions

CL 4 is based on the following planning assumptions:

- Widespread damages may necessitate the relocation of victims and the need for mass care operations.
- The need for fresh food and water will likely overwhelm the County's local supply, if electricity is not available for three or more days.
- Some victims will go to shelters, while others will find shelter with friends and relatives. Some may stay with or near their damaged homes.
- Shelters may have to be opened with little notice. Until mutual aid partners personnel arrive and assume responsibility for managing such shelters, local government personnel may have to manage and coordinate shelter and mass care activities.
- The demand for shelters may prove to be higher than what is available.
- Linn County Health Services will be the lead organizing agency for shelters within its jurisdiction with assistance from mutual aid organizations. Essential public and private services will be continued during mass care operations. However, for a major evacuation that generates a large-scale shelter and mass care operation, normal activities at schools, community centers, churches, and other facilities used as shelters may have to be curtailed.
- Emergency operations for most human services organizations (mass care, individual assistance, sheltering, special medical needs, and special needs) will be an extension of normal programs and services.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure mass care-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. .

3.1 Tasked Agencies

The Primary Agency is responsible for coordinating and managing sheltering along with food and water distribution. The listed Supporting Agencies and Community Partners are encouraged to offer support and assistance as long as it does not inhibit other primary responsibilities, they

may have with other Community Lifelines. Federal and State partners may vary based on incident scale and scope.

Primary Agency

- Linn County Health Services

Supporting Agencies

- Sheriff's Office
- Linn County Parks
- Linn County Fair & Expo

Community Partners

- American Red Cross
- Local Municipalities
- Linn-Benton Community College
- Salvation Army
- Community Services Consortium
- Linn-Benton Food bank

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

Primary County Agencies

- ❑ Coordinate regular review and update of the CL 4 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support CL 4 activities.
- ❑ Maintain an operational Department Operations Center, if appropriate, to facilitate coordination of activities.
- ❑ Provide a representative to the County Emergency Operations Center (EOC), when requested, to support CL 4 activities.
- ❑ Work with community partners to identify mass care facilities (temporary lodging and emergency feeding sites) and protective shelters.

- ❑ Develop a liaison with other community service organizations for providing sheltering, and food/water distribution.
- ❑ Develop and test emergency plans and procedures.
- ❑ Update the Linn County Shelter Guidance Document/Plan.
- ❑ Work with partner organizations to identify population groups requiring special assistance during an emergency (e.g., senior citizens, those with access and functional needs, etc.) and ensure that preparations are made to provide assistance.

Supporting County Agencies

- ❑ Participate in training and exercises related to mass care.

Community Partners

- ❑ Recruit and train volunteers for an organizations respective program.
- ❑ Participate in training and exercises related to CL 4.

3.2.2 Response

Primary County Agencies

- ❑ Appoint a representative to assist in the County EOC (if requested).
- ❑ Partially or fully activate a DOC in coordination with the County EOC if needed.
- ❑ Work with the EOC to arrange transportation to shelters for those experiencing access and functional needs and for those without transportation.
- ❑ Coordinate the release of public announcements via the Public Information Officer concerning:
  - The availability of emergency supplies of food, water, clothing, and other sheltering materials.
  - The locations of distribution centers and shelters
  - In cooperation with the County EOC, coordinate the release of public information announcements and advisories regarding the need to evacuate, evacuation routes, reception center locations, and personal items to be brought to the shelters.
- ❑ Assist with registration of evacuees and victims.
- ❑ Advise the EOC of the number and condition of the evacuees housed in each shelter.
- ❑ Assist with the coordination and lodging of evacuated livestock and animals.

Supporting County Agencies

- ❑ Establish and coordinate appropriate traffic control measures on evacuation routes to distribution centers, resilience hubs, and shelters.

- ❑ Provide security at shelters, resilience hubs, and distribution centers.

Community Partners

- ❑ Assist with opening designated shelters and begin to stock them with food, water, medical supplies, cots, blankets, and administrative supplies.
- ❑ Coordinate with County Department of Health Services to partner and assist with staffing needs.
- ❑ Provide trained staff at appropriate distribution centers, resilience hubs, and shelters.
- ❑ Support mass feeding and bulk distribution operations.

3.2.3 Recovery Phase

Primary County Agencies

- ❑ Continue to utilize multiple means of communicating public information and education through the county PIO.
- ❑ Assist with providing mental and behavioral health professionals.
- ❑ Continue DOC operations until it is determined that DOC coordination is no longer necessary.
- ❑ Return staff, clients, and equipment to regularly assigned locations. Provide critical payroll and other financial information for cost recovery through appropriate channels.
- ❑ Conduct after-action critiques and reports
- ❑ Update plans and procedures based on critiques and lessons learned during an actual event.

Supporting County Agencies

- ❑ Provide public information regarding safe re-entry to damaged areas Assist evacuees in returning to their homes if necessary.
- ❑ Participate in after-action critiques and reports.

Community Partners

- ❑ Help provide temporary housing for those who cannot return to their homes.
- ❑ Deactivate shelters and mass care facilities and return them to normal use.
- ❑ Consolidate mass care shelter costs and submit these statements to the appropriate authorities for possible reimbursement. All expenses shall have prior approval from the EOC if activated.
- ❑ Participate in after-action critiques and reports.

3.2.4 Mitigation

Primary County Agencies

- ❑ Participate in the hazard identification process and take steps to correct deficiencies in in CL 4.
- ❑ Encourage shelter considerations in architectural design.
- ❑ Conduct training and education.
- ❑ Conduct practice drills.
- ❑ Identify volunteer organizations that could assist with CL 4 operations and develop cooperative agreements.

Supporting County Agencies

- ❑ Participate in the hazard identification process and take steps to correct deficiencies in CL 4.

Community Partners

- ❑ Participate in the hazard identification process and take steps to correct deficiencies CL 4.

4 Concept of Operations

4.1 General

All mass care-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this Lifeline Annex, the County Department of Health Services is responsible for coordinating mass care–related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with mass care will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC.

Based on the disaster the Public Health Emergency Preparedness Coordinator (PHEPC) or their designee may activate a Department Operation Center (DOC). The PHEPC may assume the role of DOC Manager and will coordinate information and resource request with the County EOC.

4.3 Emergency Operations Center Operations

When CL 4 activities are staffed in the EOC, the representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Share situation status updates related to mass care to inform development of the Situation Report.
- Participate in, and provide CL 4 specific reports for, EOC briefings.
- Assist in development and communication of CL 4 related actions to tasked agencies.
- Monitor ongoing CL4 related actions.
- Share information with the Sheriffs Office or EOC PIO to ensure consistent public messaging.
- Coordinate CL 4 related staffing to ensure the functions can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Provision of CL 4 related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

4.5 Coordination with Other Community Lifelines

The following LIFELINEs support mass care-related activities:

- **LIFELINE 5 – Health and Medical.** Coordinate health inspections of mass care facilities; coordinate sheltering of populations with medical needs.
- **LIFELINE 2 – Communication.** Inform the public about current shelters and resource areas.
- **LIFELINE 3 – Safety and Security.** Provide security for mass care facilities.
    - CL 3 may only have the capacity to evacuate animals and livestock. Once at an established Shelter CL 4 will work with CL 3 to provide care and shelter for animals, including service animals, pets, and livestock.

5 Lifeline Development and Updates

The County Department of Health Services will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks. For additional details please reference the Linn County Mass Care and Sheltering Plan 2022.

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COMMUNITY LIFELINE 5 – HEALTH AND MEDICAL

CL 5

Last updated: May 2025

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Signature Page

This Emergency Response Plan (CL 5 8 – Health and Medical), including all completed Support Annexes, has been reviewed and approved.

_____ _____

Linn County Health Services Administrator Date

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Tasked Agencies	
Primary County Agencies	Linn County Department of Health Services (LCDHS)
Supporting County Agencies	Fire Defense Board Deputy Medical Examiner Sheriff's Office
Community Partners	Area Hospitals and Clinics including Samaritan Albany General Hospital [SAGH] Samaritan Lebanon Community Hospital [SLCH] Good Samaritan Regional Medical Center [GSRMC]) Emergency Medical Services (EMS) including Albany, Lebanon, Jefferson, Corvallis, and Sweet Home Fire Departments Medical Reserve Corps (MRC)
Primary State/Federal Agencies	Oregon Health Authority (OHA) Oregon Department of Health and Human Services

1 Introduction

Linn County Health Services, protects and promotes the health of its residents. During an emergency, this department is the lead county agency for the Health and Medical Community Lifeline (CL 5). In this capacity, LCDHS oversees mitigation, preparedness, response, and recovery activities for Linn County

1.1 Purpose

CL 5 describes how the County will coordinate plans, procedures, and resources to support health and medical care during a time of emergency and/or developing potential health and medical situation.

This plan follows the format of the federal Department of Homeland Security's National Response Framework (NRF) and is compliant with the National Incident Management System (NIMS). The plan was developed to work in conjunction with other County, State, and federal plans during an emergency response.

1.2 Scope

The following activities are within the scope of CL 5:

- Support local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.
- Coordinate and support stabilization of the public health and medical system in impacted jurisdictions.
- Support sheltering of persons with medical needs.

- Monitor and coordinate resources to support care and movement of persons with medical needs in impacted areas.
- Support monitoring, investigating, and controlling potential or known threats and impacts to human health through surveillance, delivery of medical countermeasures, and non-medical interventions.
- Support monitoring, investigating, and controlling potential or known threats to human health of environmental origin.
- Develop, disseminate, and coordinate accurate and timely public health and medical information through the county PIO or JIC.
- Monitor the need for and coordinate resources to support fatality management services.
- Monitor need for, and coordinate resources to support, disaster behavioral health services.
- Support responder safety and health needs.
- Provide public health and medical technical assistance and support.

2 Authorities

It should be noted that public health emergencies may not rise to the level of a local, state, or federal declared emergency, which has implications for the resources that can be brought to a response. Under a Federal Stafford Act declaration, states and local jurisdictions may qualify for financial and other assistance to support response and recovery activities.

3 Situation and Planning Assumptions

3.1 Situation

The County is faced with a number of hazards that may require health and medical support. The following considerations should be taken into account when planning for and implementing CL 5 activities:

- Hazards may result in mass casualties or fatalities, disruption of food and/or water distribution and utility services; loss of water supply, wastewater, and solid waste disposal services; and other situations that could create potential health hazards or serious health risks.
- One of the primary concerns of public health officials is disease control. This involves the prevention, detection, and control of disease-causing agents; maintaining safe water and food sources; and continuation of wastewater disposal under disaster conditions.

- Disaster and mass-casualty incidents take many forms. Proper emergency medical response must be structured to provide optimum resource application without total abandonment of day-to-day responsibilities.
- Large scale morgue and remains disposal is a significant issue for communities of any size.

Linn County has identified primary hazards that pose serious threats to the County's population. These hazards include:

- Public Health Emergency.
- Earthquakes.
- Liquid Fuel Supply Disruption.
- Power Failures.
- Water Supply Disruption.
- Hazardous Material Release.
- Floods.
- Winter Storm, Windstorm.
- Communication System Failure.
- Wildfire.

LCDHS will play either a lead or supporting role in an emergency response. The agency will take the lead during incidents that are primarily health-related in nature. Examples include:

- An outbreak of a communicable disease.
- Food or water contamination.
- Shortage of a health or medical resource.
- Prolonged power outages
- Air Quality

Traditional public health measures will likely to be taken in these instances. These measures include:

- Epidemiological investigations to determine the source and nature of the disease or agent.
- Case and contact investigation.

- Collection of laboratory specimens.
- Food and water safety inspections.
- Community mitigation measures (e.g., social distancing).
- Resource requests for pharmaceuticals, medical supplies, and equipment.
- Administration of countermeasures.
- Public education and risk information actions.

3.2 Planning Assumptions

CL 5 is based on the following assumptions:

- Emergencies and disasters may occur without warning at any time of day or night and may cause mass casualties.
- Emergency response is primarily a local responsibility (Oregon Revised Statutes 401.015).
- Emergency health and medical services should be an extension of normal duties. Health/medical care will be adjusted to the size and type of disaster.
- The Linn County Sheriff's Office will coordinate non-health emergency responses and assist LCDHS with the coordination of health responses.
- Under a declared emergency, resource requests will be processed through the County Emergency Operations Center (EOC) to the state Emergency Coordination Center (ECC).
- An effective response will require the coordinated efforts of a wide variety of public, private, community-based and non-government organizations and agencies.
- An emergency may impact neighboring jurisdictions within the Healthcare Preparedness Program's Region 2 counties.
- Linn County has mutual aid agreements with neighboring local jurisdictions.
- A large-scale emergency is likely to overwhelm the local health system and severely impact the availability of staff, bed capacity, medical supplies, and equipment.
- LCDHS can request vaccines from the Oregon Immunization Program, who, in turn, request emergency vaccines from the Centers for Disease Control and Prevention (CDC).

- Some emergencies may require hospitals to set up alternate care sites or mobile hospitals.
- Use of Chemical, Biological, Radioactive, Nuclear, Explosive weapons mass destruction (CBRNE) could produce a large number of injuries requiring specialized treatment that could overwhelm the local and state health and medical system.
- The Federal Bureau of Investigation (FBI) is the lead criminal agency in domestic terrorist incidents.
- Public and private medical, health, and mortuary services resources will be available for use during emergency situations; however, local resources may be adversely impacted by the emergency.
- Hospitals, nursing homes, ambulatory care centers, pharmacies, and other facilities for medical/health care and access and functional needs populations may be damaged or destroyed in major emergency situations.
- If hospitals and nursing homes are damaged, it may be necessary to relocate significant numbers of patients to other comparable facilities elsewhere.
- Health and medical facilities that survive emergency situations with little or no damage may be unable to operate normally because of a lack of utilities or because staff are unable to report for duty as a result of personal injuries or damage to communications and transportation systems.
- Medical and health care facilities that remain in operation and have the necessary utilities and staff could be overwhelmed by the "walking wounded" and seriously injured victims transported to facilities in the aftermath of a disaster.
- Uninjured persons who require frequent medications such as insulin and anti-hypertensive drugs, or regular medical treatment such as dialysis, may have difficulty obtaining these medications and treatments in the aftermath of an emergency situation due to damage to pharmacies and treatment facilities and disruptions caused by loss of utilities and damage to transportation systems.
- The Federal Strategic National Stockpile can supply pharmaceuticals, medical supplies, and equipment during emergencies through its 12-hour Push Packs, vendor-managed inventory, or buying power. The Governor, or Oregon Public Health Division (OPHD) administrator requests assets from the CDC.

- In a major catastrophic event (including, but not limited to, epidemics, pandemics, and bioterrorism attacks), medical resources may be insufficient to meet demand, specialized equipment and/or treatment materials may be unavailable, and transportation assets may also be restricted due to contamination. No emergency plan can ensure the provision of adequate resources in such circumstances.
- Disruption of sanitation services and facilities, loss of power, and the concentration of people in shelters may increase the potential for disease and injury.
- Damage to chemical plants, sewer lines, and water distribution systems, and secondary hazards such as fires could result in toxic environmental and public health hazards that pose a threat to response personnel and the general public. This includes exposure to hazardous chemicals, biological and/or radiological substances, contaminated water supplies, crops, livestock, and food products.
- The public will require guidance on how to avoid health hazards caused by the disaster or arising from its effects.
- Some types of emergency situations, such as earthquakes, windstorms, snow/ice storms, tornados, wildfires, and floods, may affect a large geographic area, making it difficult to obtain mutual aid from usual sources.
- The damage and destruction caused by a natural or technological event may produce urgent needs for mental health crisis counseling for victims and emergency responders.
- Emergency responders, victims, and others affected by emergency situations may experience stress, anxiety, and other physical and psychological symptoms that may adversely affect their daily lives. In some cases, disaster mental health services may be needed during response operations.

4 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure health and medical-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle.

4.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of health and medical–related activities and are categorized according to their extent of involvement in health and medical–related activities.

4.1.1 Primary County Agencies

The following primary County agencies were chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing health and medical–related activities. The primary agencies may not be responsible for all elements of a function, and will coordinate with supporting agencies. The primary County agencies responsible for health and medical-related activities is:

- Department of Health Services (LCDHS).

4.1.2 Supporting County Agencies

The following supporting County agencies were identified as having substantial support roles during major incidents involving health and medical–related activities:

- Fire Defense Board.
- Deputy Medical Examiner.
- Sheriff's Office.

4.1.3 Community Partners

The following non-County entities/agencies (community partners) were identified as conducting health and medical-related activities under their own authority/jurisdiction during major incidents:

- Area Hospitals and Clinics including
  - Samaritan Albany General Hospital (SAGH)
  - Samaritan Lebanon Community Hospital (SLCH)
  - Good Samaritan Regional Medical Center (GSRMC)
- Emergency Medical Services including
  - Albany, Lebanon, Jefferson, Corvallis, and Sweet Home Fire Departments
- Medical Reserve Corps (MRC).

4.1.4 Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting CL 5 8 activities under their own authority/jurisdiction during major incidents:

- Oregon Health Authority (OHA).
- Department of Health and Human Services

See the Federal Emergency Management Agency's (FEMA's) – Public Health and Medical Services annex for more information on the federal government's role in health and medical-related emergencies.

4.2 Responsibilities by Phase of Emergency Management

4.2.1 Preparedness

Primary County Agencies

Linn County Department of Health Services

- Coordinate regular review and update of the CL 5 annex with supporting agencies.
- Facilitate collaborative planning to ensure the County's capability to support health and medical–related activities.
- Ensure that personnel are trained in their responsibilities and duties.
- Identify population groups requiring special assistance during an emergency (e.g., senior citizens, special needs, etc.) and ensure that preparations are made to provide assistance for them.
- Appoint personnel to coordinate a health and medical response.
- Participate in emergency management training and exercises.
- Maintain the County-level communicable disease reporting system
- Use state guidelines to investigate communicable diseases
- Monitor County surveillance data
- Educate health care providers and other partners (e.g., school nurses) on disease reporting requirements and procedures
- Serve as a resource for the public on health topics
- Relocate health and medical resources when it is apparent that they are endangered by the likely impacts of the emergency situation
- Maintain and implement an emergency response training and exercise plan
- Manage the Health Alert Network (HAN) for the County
- Track the training of LCPH personnel
- Manage the Linn County MRC program
- Revise plans based on lessons learned from exercises and real-life incidents

Supporting County Agencies

All Supporting County Agencies

- Ensure that personnel are trained in their responsibilities and duties.
- Participate in public health exercises.

Community Partners

Area Hospitals and Clinics

- Develop and exercise emergency response plans.
- Develop procedures to request resources.
- Develop plans for alternate care sites.
- Establish public information plans and protocols.
- Maintain adequate medical supplies.

Emergency Medical Services

- Maintain adequate medical supplies.

All Community Partners

- Participate in public health exercises.

4.2.2 Response

Primary County Agencies

Linn County Department of Health Services

- Serve as the lead agency for a public health emergency
- Provide a liaison to the County's EOC, as needed
- Coordinate the response with internal and external partners
- Provide situation status reports to County officials
- Investigate communicable diseases based on guidance from the state
- Coordinate case and contact investigations and specimen collection with other health care partners
- Alert and educate health care providers and other appropriate partners as to the nature of the incident
- Oversee public information and risk communication activities

- Manage public health resources (e.g., staff, equipment, pharmaceuticals, vaccine) and resource requests
- Coordinate the administration of medical countermeasures
- Activate and manage MRC volunteers and temporary hires
- Coordinate response activities with neighboring county and state public health partners
- Document personnel and resource costs associated with the response

Supporting County Agencies

Linn County Sheriff's Office

- Assist with the management of resource requests.
- Coordinate any security or transportation needs for a public health response.

Medical Examiner

- Coordinate morgue operations as required and appropriate.
- Coordinate victim identification and mortuary services in collaboration with the State Medical Examiner's Office and local funeral directors.

All Supporting County Agencies

- Support LCDHS during public health emergencies.
- Provide a representative to the EOC, when requested.

Community Partners

Hospitals

- Activate a hospital Incident Command post or EOC during an emergency.

All Supporting County Agencies

- Establish communications with LCDHS.
- Coordinate public information and risk communication activities with LCPH.
- Request resources through Department operations Center (DOC) after exhausting other sources.

4.2.3 Recovery

Primary County Agencies

Linn County Department of Health Services, LCPH Division

- **LCPH:**
  - Demobilize public health resources
  - Complete case and contact investigation follow-up or conduct long-term monitoring of exposed person
  - Provide financial information for the response to the County Emergency Manager or designee
  - Support community recovery activities
  - Write after-action reports and improvement plans

Supporting County Agencies

All Supporting County Agencies

- Summarize and provide financial information for FEMA reimbursement to the Oregon Office of Emergency Management.
- Participate in after-action meetings with LCPH.

Community Partners

All Community Partners

- Participate in after-action meetings with LCPH.

4.2.4 Mitigation

Primary County Agencies

Linn County Department of Health Services

- Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- Provide personnel with the appropriate expertise to participate in activities designed to reduce or minimize the impact of future disasters.
- Administer immunizations.
- Conduct normal public health awareness programs.
- Conduct training and education.

- Conduct practice drills and exercise.
- Convey public information in multiple formats and languages.

Supporting County Agencies

All Supporting County Agencies

- Conduct training and education.
- Conduct practice drills and exercise.

Community Partners

All Community Partners

- ❑ Report post-disaster analysis of the performance of essential health and medical facilities that can be used in future mitigation measures to strengthen these facilities.
- ❑ Conduct training and education.
- ❑ Conduct practice drills.

5 Concept of Operations

All health and medical-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- In accordance with the Basic Plan and this CL 5 Annex, LCDHS is responsible for coordinating health and medical activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- Requests for assistance with health and medical will first be issued in accordance with established mutual aid agreements, and once those resources have been exhausted, a request may be forwarded to the State ECC.
- The County EOC will provide guidance for the coordination of health and medical resources.

5.1 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC.

Notification will be made to the primary County agencies listed in this CL 5. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Departmental Operations Centers as appropriate. Primary and supporting County agencies may

be requested to send a representative to staff the EOC and facilitate health and medical activities.

5.2 Emergency Operations Center Operations

The LCPH Administrator (or designee) represents the CL 5 function of the command structure at the County EOC during non-public health emergencies. During a public health emergency, this individual may serve as the Incident Commander and is responsible for establishing policy and providing direction and control for the incident. Response activities will likely be coordinated out of the LCDHS Department Operations Center with support from the County EOC. OPHD will activate its Agency Operations Center if a public health emergency exceeds Linn County's ability to respond or if it affects multiple jurisdictions.

The primary CL 5 functions,[1] as categorized by FEMA, are presented in Table 1, below. This table also presents the primary agencies responsible for these functions and the agencies or organizations that provide support.

Table 1 Primary Public Health and Medical Support Functions

CL 5 Function	Primary Agencies	Support Agencies/Programs
Assessment of public health/ medical needs	• LCPH	• OPHD • Samaritan Albany General Hospital (SAGH) • Samaritan Lebanon Community Hospital (SLCH) • Good Samaritan Regional Medical Center (GSRMC)
Health surveillance	• LCPH	• OPHD • SAGH • SLCH • GSRMC
Medical care personnel	• LCPH	• Oregon Health Authority (OHA) • Medical Reserve Corps (MRC)
Health/medical/ veterinary equipment and supplies	• LCPH	• OHA • Oregon Department of Agriculture (ODA)

[1] http://www.fema.gov/media-library-data/20130726-1825-25045-8027/emergency_support_function_8_public_health___medical_services_annex_2008.pdf

Table 1 Primary Public Health and Medical Support Functions

CL 5 Function	Primary Agencies	Support Agencies/Programs
Patient evacuation	• SAGH • SLCH • GSRMC	• LCPH • Emergency Medical Services (EMS)
Patient care	• SAGH • SLCH • GSRMC	• LCPH
Safety and security of drugs, biologics, and medical devices	• Oregon Board of Pharmacy	• Federal Food and Drug Administration
Food safety and security	• LCEH	• OHA • ODA
Agriculture safety and security	• ODA	
Behavioral health care	• LCDHS	• Oregon Department of Human Services (OR-DHS)
Public health and medical information	• LCPH	• OHA
Vector Control	• LCEH	• ODA
Potable water/ wastewater and solid waste disposal	• LCEH	• OHA • Linn County Planning Department
Mass fatality management, victim identification, and decontaminating remains	• Sheriff's Office	• Linn County Medical Examiner • State Medical Examiner's Office
Veterinary medical support	• ODA • Oregon State University	• OHA

5.3 Notification

If additional coordination of health and medical activities is required, notification about public health emergencies may come from many sources, including state and local government agencies, hospitals, and the public. An event may start local with recognition by LCDHS or other local partners. In general, however, primary notification occurs through the Oregon Emergency Response System (OERS), which would contact the Linn County Sheriff's Office in the event of an incident. For public health situations, the Sheriff's Office would then contact the Linn County Public Health Emergency Preparedness Coordinator. In turn, LCDHS staff alerts personnel and/or distributes emergency messages through the HAN. If necessary, the EOC may activate a Health and Medical Branch under the Operations Section to coordinate CL 5 activities.

5.4 Operational Priorities

During a public health emergency, the priorities for the response will be as follows:

1. Ensure the safety of all personnel.
2. Activate general and command staff in the ICS structure as appropriate.
3. Activate the LCPH Department Operations Center as needed.
4. Coordinate with the County Emergency Manager.
5. Ensure appropriate coordination and communication with hospitals, other county and state agencies and local health departments, as needed.
6. Manage all necessary CL 5 resource requests.
7. Activate the LCPH COOP Plan, if necessary.
8. Oversee public health education and risk communication activities.

5.5 Access and Functional Needs Populations

Provision of health and medical-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

5.6 Activation of the Community Lifeline 5 Plan

The LCDHS Administrator, Health Officer, or Program Manager have authority to activate this annex. Activation occurs at the discretion of these individuals. Below is a list of situations under which the annex should be activated.

- At the request of the Board of Commissioners.
- Upon receipt of a credible threat, as determined by the FBI, of a bioterrorist attack.
- Upon identification of a single case of a category-A bioterrorism agent with outbreak potential.
- Under a natural or human-caused disaster with serious risk of death or injury.
- When medical care needs exceed local capacity.
- When requesting emergency resources from the State.
- To coordinate communication and activities between state and local health departments.
- Upon any other impending threats to the public's health.

Activation of this annex can take place in the following modes:

- *Standby* – when an incident does not yet, but may have, public health implications.
- *Limited activation* – when there is an impending public health emergency.
- *Full activation* – upon an emergency with important public health implications.

5.7 Coordination with Other Community Lifelines

The following CL 5s support health and medical–related activities:

- **CL 1 – Transportation.** Support transportation of medical resources to impacted areas.
- **CL 4 – Sheltering, Hydration & Food.** Coordinate with CL 5 8 for health and medical support to shelter operations. Provide for the safety of the food and water supply.
- **CL 3– Safety and Security** Coordinate medical care for disaster victims.
- **CL 7 – Hazardous Materials.** Provide for decontamination and medical treatment of disaster victims contaminated by hazardous materials.

6 Community Lifeline Annex Development and Maintenance

The LCDHS will be responsible for coordinating review and maintenance of this annex.

7 Training and Exercises

The Public Health Emergency Preparedness Program will ensure completion of an After-Action Report when LCPH's normal capacity to respond is exceeded, in the

All After-Action Reports must address whether a recommendation to revise a policy should be made to administration.

8 Record of Changes

Date	Description of Change	Initials
7/2012	Added SOP 1 – Alert and Notification SOP and renumbered the others; updated information about OPHD being housed in the Oregon Health Authority in Roles and Responsibilities; changed Public Health Emergency Response Program in that same section to Health Security, Preparedness and Response Program (HSPR)	JF
6/2014	Updated terminology and references included AAR section	JF
2015	Update CL 5 to bring in line with new State CL 5 structure.	
1/2018	Updated reflecting best practices	
10/24	Removed ESFs and replaced them with the Community Lifelines model.	

9 Appendices

- Appendix A – CL 5 Resources.
- Appendix B – CL 5 Work Plan.
- Appendix C – CL 5 Acronyms.

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Appendix A CL 5 8 Resources

The following supporting plans and procedures are currently in place:

County

- Emergency Operations Plan:
  - CL 1 – Transportation
  - CL 4 – Sheltering, Hydration & Food
  - CL 3 – Safety and Security
  - CL 7 – Hazardous Materials
- Linn County Public Health Services.
  http://www.co.linn.or.us/health/public_health/ph.htm
- Linn County Sheriff's Office (Emergency Management)
  http://www.linnsheriff.org/emergency.html

State

- Emergency Operations Plan: Emergency Support Functions (ESFs)
  - ESF 1 – Transportation
  - ESF 6 – Mass Care
  - ESF 9 – Search and Rescue
  - ESF 10 – Hazardous Materials
  - ESF 11 – Agriculture, Animals, and Natural Resources
- Oregon Public Health Division
  https://public.health.oregon.gov/Pages/Home.aspx
- Oregon State Public Health Laboratory
  https://public.health.oregon.gov/LaboratoryServices/Pages/index.aspx

Federal

- National Response Framework:
  - FEMA Community Lifelines

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Appendix C CL 5 Acronyms

ACDP	Acute and Communicable Disease Prevention Program
ASPR	Assistant Secretary for Preparedness and Response
BT	Bioterrorism
CDC	Center for Disease Control and Prevention
CERT	Community Emergency Response Team
CL	Community Lifeline
DOA	Department of Agriculture
ECC	Emergency Coordination Center
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
HAN	Health Alert Network
HSPR	Health Security, Preparedness, and Response Program
ICS	Incident Command System
IIS	Immunization Information System
LCEH	Linn County Environmental Health
LCDHS	Linn County Department of Health Services
LCPH	Linn County Public Health Department
LCMH	Linn County Mental Health
LCAD	Linn County Alcohol and Drug
LCDD	Linn County Developmental Disabilities
LRN	Laboratory Response Network
MRC	Medical Reserve Corps

NIMS	National Incident Management System
NRF	National Response Framework
ODOT	Oregon Department of Transportation
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OPHD	Oregon Public Health Division
ORS	Oregon Revised Statute
OSHA	Occupational Safety and Health Administration
OSPHL	Oregon State Public Health Laboratory
PIO	Public Information Officer
POD	Point of Dispensing
SOP	Standard Operating Procedure
TEP	Training and Exercise Plan

COMMUNITY LIFELINE 6 – Energy

CL 6

Last updated: May 2025

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Tasked Agencies	
Primary County Agency	Road Department
Supporting County Agency	Sheriff's Office
Community Partners	Local municipalities who provide utility services to their residents Electricity/gas/propane companies Pacific Power, Consumers Power, Inc., NW Natural Gas, Amerigas, Co-Energy Water/wastewater/sewer providers City Public Works Departments Telephone/cell phone providers Century Link, Verizon, AT&T Internet providers Comcast, PEAK Internet, Alyrica Internet Public Works Department
Primary State/Federal Agencies	Oregon Department of Energy Public Utility Commission Department of Energy

1 Introduction

1.1 Purpose

Community Lifeline (CL) 6 describes how Linn County will coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of utilities during a major disaster or incident.

1.2 Scope

The following activities are encompassed within the scope of CL 6:

- Coordinate with utilities operating in the County to ensure that the integrity of the supply systems is maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward.
- Monitor and coordinate the availability of electric generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels.
- Monitor and coordinate the restoration of utilities for normal community functioning.
- Coordinate with private-sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require utility support. The following considerations should be taken into account when planning for and implementing CL 6 activities:

- Emergencies, both natural and human-caused, can have significant effects on public and privately-owned utilities in a community. The ability to quickly restore damaged water, power, natural gas, telephone, and sewer systems is essential to minimizing a disaster's impacts on the safety, health, and economy of the area.
- The electrical power industry is organized into a network of public and private generation and distribution facilities. Through such networks, the electrical power industry has developed a capability to provide, reroute, and restore power under even the most extreme circumstances.
- A major disaster could destroy or disrupt all or a portion of the County's energy and utility systems.

2.2 Assumptions

CL 6 is based on the following planning assumptions:

- A major disaster could destroy or damage portions of a region's energy and utility systems and disrupt local petroleum supplies.
- Widespread and possibly prolonged electric power failures could occur in a major disaster.
- The transportation and telecommunications infrastructures will be affected.
- Delays in the production, refining, and delivery of petroleum-based products may occur as a result of transportation infrastructure problems and loss of commercial power.
- There may be extensive distribution failure in water, wastewater, and gas utilities. These may take hours, days, or even weeks to repair.
- There may be panic hoarding of fuel in areas served by severed pipelines or by individuals from neighboring jurisdictions where shortages have occurred.
- Natural gas lines may break causing fire, danger of explosion, or health hazards such as inhalation of toxic substances.

- Water pressure may be low, hampering firefighting and impairing sewer system function.
- The Road Department, under an emergency proclamation, will require the authority to enter private property to evaluate and shut off utilities that jeopardize public and private property or threaten public health, safety, or the environment.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that CL 6-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of energy and are categorized according to their extent of involvement in CL 6 activities:

Primary County Agencies

The following primary County agency was chosen based on coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing CL 6 activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for energy-related activities is:

- Road Department.

Supporting County Agencies

The following supporting County agency was identified as having a substantial support role during major incidents involving energy-related activities:

- Sheriff's Office.

Community Partners

The following non-County entities/agencies (community partners) were identified as conducting CL 6-related activities under their own authority/jurisdiction during major incidents:

- Local municipalities who provide utilities to their residents.
- Electricity/gas/propane companies:
    - Pacific Power

- Consumers Power, Inc
- NW Natural Gas
- AmeriGas
- Co-Energy

- Water/wastewater/sewer providers:
  - City Public Works Departments
- Telephone/cell phone providers:
  - Century Link
  - Verizon
  - AT&T
- Internet providers:
  - Comcast
  - PEAK Internet
  - Alyrica Internet

Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting CL 6 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Energy.
- Public Utility Commission.
- Department of Energy.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

Primary County Agencies

- ❑ Coordinate regular review and update of the CL 6 annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the State of Oregon's (State's) capability to support CL 6 activities.
- ❑ Provide a representative to the County EOC, when requested, to support CL 6 activities.

- ❑ Develop and maintain a complete directory of all utility services and products associated with this CL .
- ❑ Ensure the availability of necessary equipment to support energy and utilities activities.
- ❑ Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- ❑ Promote mutual assistance agreements with the vendors of all utility services.
- ❑ Develop and maintain alert rosters, plans, policies, and procedures necessary to support the implementation of this annex.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.
- ❑ Coordinate exercises and trainings related to CL 6 activities.

Supporting County Agencies

- ❑ Promote mutual assistance agreements with the vendors of all utility services.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.
- ❑ Participate in exercises and trainings related to CL 6 activities.

Community Partners

- ❑ Ensure the availability of necessary equipment to support energy and utilities activities.
- ❑ Coordinate the establishment of priorities to repair damaged energy services and the provision of temporary, alternate, or interim sources of portable generators and other utilities.
- ❑ Develop and maintain alert rosters, plans, policies, and procedures necessary to support CL 6 activities.
- ❑ Identify, train, and assign personnel to execute missions in support of restoration of energy and utility systems.

3.2.2 Response

Primary County Agencies

- ❑ Assign a representative to the EOC to support CL 6 activities.

- ❑ Apply local, State, and federal resources as necessary, in accordance with established priorities to restore utility services.
- ❑ Provide emergency information, education, and conservation guidance to the public in coordination with the Public Information Officer.
- ❑ Assist local, State, and federal agencies and departments with obtaining fuel for transportation and communications in support of emergency operations.

Supporting County Agencies

- ❑ Provide security and protection of supplies.

Community Partners

- ❑ Assess the affected areas to determine operational priorities and emergency repair procedures with utility field personnel.
- ❑ Prioritize utility rebuilding processes, if necessary to restore utilities in the affected areas.

3.2.3 Recovery Phase

Primary County Agencies

- ❑ Continue all activities in coordination with the EOC, based on the requirements of the incident.
- ❑ Support restoration activities.
- ❑ Replenish supplies and repair damaged equipment.
- ❑ Participate in after-action briefings and develop after-action reports (AARs).
- ❑ Make necessary changes to this CL Annex and supporting plans and procedures.

Supporting County Agencies

- ❑ Participate in after-action briefings and develop AARs.

Community Partners

- ❑ Replenish supplies and repair damaged equipment.
- ❑ Participate in after-action briefings and develop after-action reports (AARs).

3.2.4 Mitigation

Primary County Agencies

- ❑ Implement a public awareness campaign regarding energy and utilities safety in emergencies.
- ❑ Develop internal Continuity of Operations Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

Supporting County Agencies

- ❑ Support development of internal Continuity of Operations Plans to identify resource needs and resources that can be provided to local agencies during response and recovery phases of an emergency or disaster event.

Community Partners

- ❑ When repairing damages, every attempt should be made to reduce the likelihood and severity of future damages.
- ❑ Based on known hazards, identify and correct vulnerabilities in the energy and utilities function.

4 Concept of Operations

4.1 General

All CL 6-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this CL Annex, the Road Department is responsible for coordinating CL 6 activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with energy-related activities will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of energy resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of

EOC Incident Commander. The EOC Incident Commander will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of energy activities is required, notification will be made to the primary County agency listed in this CL. The primary County agency will coordinate with supporting County agencies and community partners to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate energy infrastructure-related activities. If necessary, the EOC Incident Commander may activate an Energy Branch under the Operations Section to coordinate energy activities.

4.3 Emergency Operations Center Operations

When CL 6 activities are staffed in the EOC, the Road Department representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to energy.
- Share situation status updates related to energy to inform development of the Situation Report.
- Participate in, and provide energy-specific reports for, EOC briefings.
- Assist in development and communication of CL 6-related actions to tasked agencies.
- Monitor ongoing CL 6-related actions.
- Share CL 6-related information with CL 2 – Communications, to ensure consistent public messaging.
- Coordinate CL 6-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Energy-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Community Lifelines

The following CL s support CL 6-related activities:

- **Transportation (CL 1):** Identify impacts to the County's transportation infrastructure and develop priorities for repair and restoration.
- **Communications (CL 2):** Identify impacts to the County's communication infrastructure and develop priorities for repair and restoration. Provide situation status updates and subject matter expertise to inform development of public messaging.
- **Safety & Security (CL 3):** Provide security and coordinate with private sector partners to support CL 6 activities.

5 Community Lifeline Annex Development and Maintenance

The County Road Department will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

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COMMUNITY LIFELINE 7 – HAZARDOUS MATERIALS

CL 7

Last updated: May 2025

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Tasked Agencies	
Primary County Agency	Linn County Sheriff's Office
Supporting County Agency	Linn County Fire Defense Board & Linn County Health Services
Community Partners	City fire departments Local fire districts Mid-Valley Local Emergency Planning Committee (LEPC) Radiation Protection Services
Primary State/Federal Agencies	Oregon Health Authority Oregon Department of Environmental Quality Oregon Office of State Fire Marshal (OSFM) Department of Homeland Security Environmental Protection Agency

1 Introduction

1.1 Purpose

Community Lifeline (CL) 7 describes how Linn County will respond to an actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster and coordinate the appropriate response to other environmental protection issues.

1.2 Scope

The following activities are within the scope of CL 7:

- Coordinate the actions necessary to provide response to hazardous materials–related activities.
- Address hazardous materials incidents, including chemical, biological, and radiological substances, whether accidentally or intentionally released.

The Oregon Health Authority is the lead Oregon State (State) agency for all radiological incidents except transportation incidents, occurrences at in-state and Hanford nuclear reactors, and nuclear fuel storage facilities; which are managed by the Oregon Department of Energy.

2 Situation and Assumptions

2.1 Situation

The County is faced with a number of hazards that may require hazardous materials support. The following considerations should be taken into account when planning for and performing CL 7 activities:

- High volumes of hazardous materials are transported along Interstate 5 and the primary rail road line traveling south and north through the city of Albany.
- Hazardous materials incidents can threaten public health and safety, as well as the environment. While most hazardous materials incidents involve small volumes of material, they require specific approaches to different types of chemical and waste releases. It is important to assess the characteristics of the hazard, acquire the necessary resources, and develop a site-specific emergency response plan.
- The commencement of emergency response operations for hazardous materials incidents may require multiagency and multidisciplinary responses. Disciplines involved may include fire response, law enforcement, environmental containment and cleanup, fish and wildlife, emergency medical services, environmental health, and others if needed.
- Some incidents may not have immediately obvious impacts on life, property, and the environment, but may still have subtle long-term consequences for human health and the environment that will require further remediation.
- The Oregon Department of Environmental Quality has overall responsibility for 24-hour environmental pollution prevention, preparedness, and response within the State.
- The emergency field response to incidents including hazardous materials spills and releases is the responsibility of the fire services or in the case of State highways, the Oregon Department of Transportation and/or Oregon State Police. In unincorporated areas of the County that have no fire protection, the County Sheriff's office has primary responsibilities.

2.2 Assumptions

CL 7 is based on the following planning assumptions:

- A natural or technological disaster could result in one or more situations in which hazardous materials are released into the environment.
- Fixed facilities (chemical plants, tank farms, laboratories, and industries operating hazardous waste sites that produce, generate, use, store, or

dispose of hazardous materials) could be damaged so that existing spill control apparatus and containment measures are not effective.

- Hazardous materials that are transported may be involved in railroad accidents, highway collisions, or airline incidents.
- Damage to or rupture of pipelines transporting materials that are hazardous, if improperly released, will present serious problems.
- Emergency exemptions may be needed for disposal of contaminated materials.
- Laboratories responsible for analyzing hazardous materials samples may be damaged or destroyed in a disaster.

3 Roles and Responsibilities

The following section outlines the roles and responsibilities assigned to County agencies and community partners to ensure that hazardous materials-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to perform the actions identified below.

3.1 Tasked Agencies

The following County agencies provide services required for the effective delivery of hazardous materials-related activities and are categorized depending upon their extent of involvement in the activities.

Primary County Agencies

The following primary County agency has been chosen based upon coordinating responsibilities, authority, functional expertise, resources, and capabilities in managing hazardous materials activities. The primary agency may not be responsible for all elements of a function and will coordinate with supporting agencies. The primary County agency responsible for hazardous materials-related activities is:

- Sheriff's Office.

Supporting County Agencies

The following supporting County agency is identified as having a substantial support role during major incidents involving hazardous materials-related activities:

- Fire Defense Board.
- Linn County Health Services

Community Partners

The following non-County entities/agencies (community partners) were identified as conducting hazardous materials-related activities under their own authority/jurisdiction during major incidents:

- City fire departments.
- Local fire districts.
- Mid-Valley Local Emergency Planning Committee.
- Radiation Protection Services.

Primary State/Federal Agencies

The following State/federal agencies were identified by the County as conducting CL 7 activities under their own authority/jurisdiction during major incidents:

- Oregon Department of Environmental Quality.
- Oregon Office of State Fire Marshal (OSFM).
- Oregon Health Authority.
- Regional Hazardous Materials Team No. 5.
- Department of Homeland Security.
- Environmental Protection Agency.

3.2 Responsibilities by Phase of Emergency Management

3.2.1 Preparedness

Primary County Agencies

- ❑ Coordinate regular review and update of the CL 7 Annex with supporting agencies.
- ❑ Facilitate collaborative planning to ensure the County's capability to support CL 7 activities.
- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information as necessary.
- ❑ Maintain liaison relationships with support agencies.
- ❑ Participate in all exercises involving hazardous materials operations.

- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- ❑ Ensure that all hazardous materials personnel are trained in their responsibilities according to the departmental plans and procedures.

Supporting County Agencies

- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information necessary.
- ❑ Participate in all exercises involving hazardous materials operations.
- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.

Community Partners

- ❑ Conduct vulnerability analysis at critical facilities and make recommendations to improve hazardous material storage.
- ❑ Develop and refine procedures to be used in hazardous materials assessments.
- ❑ Prepare and maintain plans and procedures, resource inventories, personnel rosters, and resource mobilization information as necessary.
- ❑ Ensure that personnel are appropriately trained and equipped to deal with hazardous materials incidents.
- ❑ Develop mutual aid procedures to support response to a hazardous materials incident.
- ❑ Participate in all exercises involving hazardous materials operations.
- ❑ Estimate logistical requirements (e.g., personnel, supplies and equipment, facilities, and communications) during the planning process and through exercise.
- ❑ Participate in the annual update of the Mid-Valley Local Emergency Planning Committee Hazardous Materials Emergency Response Plan.

3.2.2 Response

Primary County Agencies

- ❑ Work with local fire departments and districts, the Oregon Office of State Fire Marshal (OSFM), and the Regional Hazardous Materials Team to establish an isolation area and move all people out of that area.
- ❑ Assist OSFM and the Regional Hazardous Materials Team in establishing perimeter control/area security.
- ❑ Coordinate with supporting agencies, as needed, to support emergency activities.

All Supporting County Agencies and Community Partners

- ❑ Provide a representative to the County EOC, when requested, to support CL 7 activities.

State Agencies

- ❑ Manage the response to hazardous material spills.
- ❑ Oversee the training, equipping, and response activities of the regional hazardous materials response teams.
- ❑ Direct the maintenance and use of the statewide Fire Net/hazardous materials microwave relay radio system.
- ❑ Undertake responsibility for the duties of the State Emergency Response Commission under the Superfund Amendments and Reauthorization Act Title III and Oregon statute.
- ❑ Coordinate and oversee Local Emergency Planning Committees throughout Oregon.
- ❑ Ensure that the parties responsible for the incidents are billed for the cost of mitigation and that the contracted teams are compensated for allowable expenses.

3.2.3 Recovery Phase

Primary County Agencies

- ❑ Continue to provide support, as required, for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Support community recovery activities.
- ❑ Participate in after-action briefings and develop after-action reports.

- ❑ Initiate the financial reimbursement process for activities when such support is available.
- ❑ Make necessary changes to this CL Annex and supporting plans and procedures to improve future operations.

Supporting County Agencies

- ❑ Continue to provide support, as required, for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Participate in after-action briefings and develop after-action reports.

Community Partners

- ❑ Continue to provide support as required for the recovery phase of the incident through the appropriate Incident Commander.
- ❑ Continue to monitor personnel and the affected area for contamination.
- ❑ Support community recovery activities.
- ❑ Participate in after-action briefings and develop after-action reports.

3.2.4 Mitigation

Primary County Agencies

- ❑ Maintain an accurate and current listing of all fixed facilities that produce or store hazardous materials.
- ❑ Participate in the hazard identification process and identify and correct vulnerabilities within the County's abilities to identify hazards.
- ❑ Continue to train personnel for hazardous materials incidents.
- ❑ Develop radiological awareness programs for responders, the public, and industries.
- ❑ Identify deficiencies or areas to be improved and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities.

Supporting County Agencies

- ❑ Identify deficiencies or areas to be improved and seek funds to enhance protective measures to lessen the impact on vulnerable populations and/or minimize damage to critical facilities

Community Partners

- ❑ Prepare site-specific plans for each facility that produces or stores extremely hazardous substances and update these plans annually or as necessary throughout the year.

- ❑ Continue to train personnel for hazardous materials incidents.
- ❑ Develop emergency preparedness programs for hazardous materials incidents.

4 Concept of Operations

4.1 General

All hazardous materials-related activities will be performed in a manner that is consistent with the National Incident Management System (NIMS) and the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

- ■ In accordance with the Basic Plan and this CL Annex, the County Sheriff's Office is responsible for coordinating hazardous materials-related activities. Plans and procedures developed by the primary and supporting agencies provide the framework for carrying out those activities.
- ■ Requests for assistance with hazardous materials will first be issued in accordance with established mutual aid agreements; once those resources have been exhausted, a request may be forwarded to the State Emergency Coordination Center.
- ■ The County EOC will provide guidance for the coordination of hazardous materials resources.

4.2 Emergency Operations Center Activation

When a disaster occurs, the County Emergency Manager may, based on the size and complexity of the incident, activate the County EOC and assume the role of EOC Incident Commander. The EOC Incident Commander will establish communications with leadership and gather situational information to determine an EOC staffing plan and set up operational periods.

If additional coordination of hazardous materials activities is required, notification will be made to the primary County agencies listed in this CL Annex. The primary County agencies will coordinate with supporting County agencies to assess and report current capabilities to the EOC and activate Department Operations Centers as appropriate. Primary and supporting County agencies may be requested to send a representative to staff the EOC and facilitate hazardous materials-related activities. If necessary, the EOC Incident Commander may activate a Hazardous Materials Branch under the Operations Section to coordinate CL 7 activities.

4.3 Emergency Operations Center Operations

When hazardous materials-related activities are staffed in the EOC, the County Sheriff's Office representative will be responsible for the following:

- Serve as a liaison with supporting agencies and community partners.
- Provide a primary entry point for situational information related to hazardous materials.
- Share situation status updates related to hazardous materials to inform development of the Situation Report.
- Participate in, and provide hazardous materials-specific reports for, EOC briefings.
- Assist in development and communication of hazardous materials-related actions to tasked agencies.
- Monitor ongoing hazardous materials-related actions.
- Share hazardous materials-related information with CL 14 – Public Information to ensure consistent public messaging.
- Coordinate hazardous materials-related staffing to ensure that the function can be staffed across operational periods.

4.4 Access and Functional Needs Populations

Hazardous materials-related activities will take into account populations with access and functional needs. The needs of children and adults who experience disabilities and others who experience access and functional needs shall be identified and planned for as directed by policy makers and according to state and federal regulations and guidance.

See the Linn-Benton Vulnerable Population Plan for more information.

4.5 Coordination with Other Community Lifelines

The following Community Lifelines support hazardous materials-related activities:

- **CL 2 – Communications.** Provide emergency messaging and notifications for immediate life saving measures.
- **CL 5 – Health and Medical.** Provide emergency first aid to contaminated victims.
- **CL 3 – Safety and Security.** Provide specialized resources to support hazardous materials operations.

5 CL Annex Development and Maintenance

County Sheriff's Office will be responsible for coordinating regular review and maintenance of this annex. Each primary and supporting agency will be responsible for developing plans and procedures that address assigned tasks.

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