

STATE OF OREGON

# EMERGENCY MANAGEMENT PLAN



VOLUME III:  
EMERGENCY  
OPERATIONS PLAN

JUNE 2024

## Letter of Adoption

Volume III of the State of Oregon Comprehensive Emergency Management Plan, known as the *State of Oregon Emergency Operations Plan*, addresses how the state will respond to emergencies and disasters that require response beyond tribal or local jurisdictions.

This plan supports Oregon's Revised Statute chapter 401 and is consistent with the National Response Framework published by the Federal Emergency Management Agency.

I have reviewed this updated version of the *State of Emergency Oregon Operations Plan* and am pleased to approve it as part of our ongoing commitment to develop and enhance capabilities to protect the lives, property and environment of the whole community.



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Erin McMahon, Director  
Oregon Department of Emergency Management

June 26, 2024

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DATE

## Executive Signatory Page

I am pleased to officially promulgate the *State of Oregon Emergency Operations Plan*, Volume III of the *State of Oregon Comprehensive Emergency Management Plan*.

The promulgation of this plan is inclusive of plan appendices and annexes. Great effort has been made to describe the roles of coordinating primary and supporting state agencies that play a role in disaster response.

Periodic changes to this plan will be made as the review process and events dictate.



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Tina Kotek  
Governor  
State of Oregon

June 26, 2024

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DATE



## State of Oregon Comprehensive Emergency Management Plan Overview

The Oregon Department of Emergency Management (ODEM) is responsible for preparing and updating a statewide comprehensive emergency management plan (CEMP) (ORS 401.052(3)). This comprehensive plan consists of a set of strategic and operational documents that define principles and priorities, assign roles and responsibilities, and direct action in all phases of emergency management.

**ODEM Strategic Plan.** The ODEM Strategic Plan defines the vision, mission, and core values of ODEM. The Strategic Plan defines goals and objectives based on identified strategic issues. The Strategic Plan emphasizes the primary importance of protecting lives, property and the environment; providing excellent customer service; providing resources to accomplish the goals; and engaging partners in a collaborative approach.

**Operational Plans.** The State of Oregon CEMP is divided into four volumes. Each volume addresses a specific phase of emergency management.

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

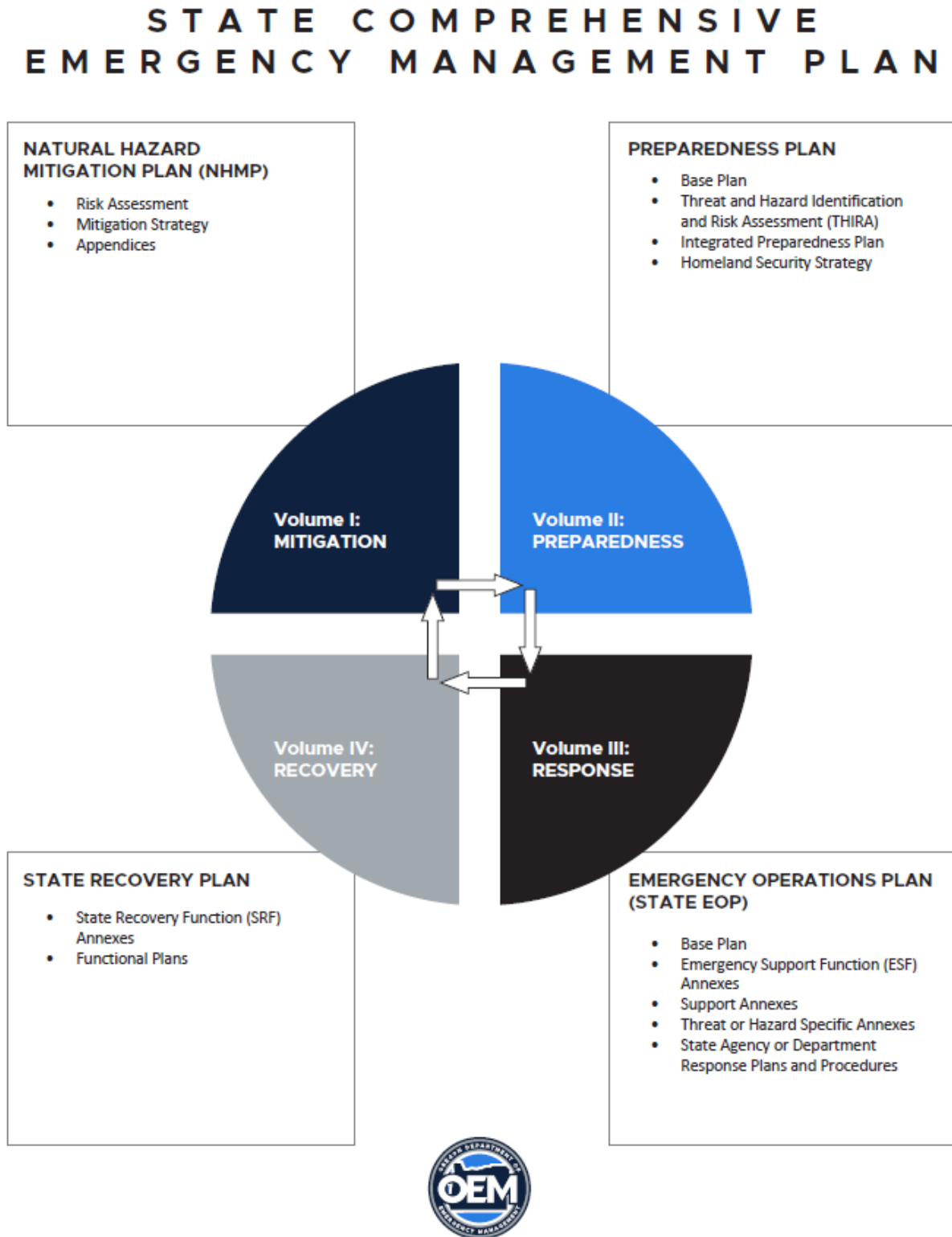
**Volume II – Preparedness Plan.** This plan provides requirements and guidance for each step of the emergency preparedness cycle, including planning, organization and equipment, training, exercise, and evaluation and improvement.

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

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

**Support Plans.** ODEM and partner agencies have developed operational and scenario-based documents to address specific procedures in preparing for, responding to and recovering from disasters. Examples include annexes to the State EOP and the Recovery Plan, as well as independent documents such as the Oregon Disaster Housing Strategy.

Figure 1: Comprehensive Emergency Management Plan



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## Emergency Operations Plan Annexes

### Emergency Support Function (ESF) Annexes

ESF 1	Transportation	ESF 11	Agriculture, Animals and Natural Resources
ESF 2	Communications	ESF 12	Energy
ESF 3	Public Works	ESF 13	Public Safety and Security
ESF 4	Firefighting	ESF 14	Business and Industry
ESF 5	Information and Planning	ESF 15	Public Information
ESF 6	Mass Care	ESF 16	Volunteers and Donations
ESF 7	Logistics Management and Resource Support	ESF 17	Cyber and Critical Infrastructure Security
ESF 8	Health and Medical	ESF 18	Military Support
ESF 9	Search and Rescue		
ESF 10	Hazardous Materials		

### Support Annexes (SA)

SA A	Critical Infrastructure and Key Resources	SA E	Worker Safety and Health
SA B	Private-Sector Relations	SA F	Evacuation
SA C	Tribal Relations	SA G	Emergency Repatriation
SA D	Emergency Coordination Center Operations (In Development)	SA H	Mass Fatality
		SA I	Distribution Management

### Threat or Hazard Specific Annexes (THA)

THA 0	Oregon Hazard Identification and Risk Analysis
THA 1	Drought
THA 2	Earthquake
THA 3	Flood
THA 4	Tsunami
THA 5	Wildland Fire
THA 6	Volcano
THA 7	Severe Weather
THA 8	Terrorism
THA 9	Nuclear/Radiological
THA 10	Cyber

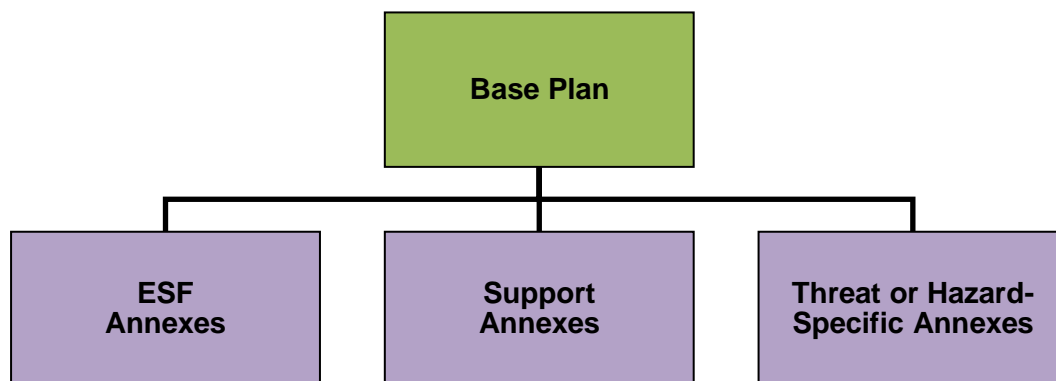
## Purpose, Scope, Situation Overview and Planning Assumptions

### Purpose

The State of Oregon Emergency Operations Plan (State EOP or EOP) provides a statewide framework to coordinate Oregon’s emergency response activities with federal, tribal, state and local governments; the private sector; and non-profit organizations. The EOP defines roles and responsibilities for state emergency management functions, establishes the conditions under which state resources are mobilized, and describes the organizational concepts and structures used to coordinate actions of response. The EOP reflects an all-hazards approach to planning, meaning a similar concept of operations can be applied to all types of emergencies. To account for the fact that some hazards have unique planning and response considerations requiring special attention, Threat and Hazard Specific Annexes have been developed. The procedures outlined in the EOP represent a flexible and scalable approach to emergency management. All or part of this plan may be implemented based on the needs of the situation.

### Plan Organization

Figure 2 visually depicts how the State EOP is organized with the Base Plan providing the framework for emergency operations and information regarding Oregon’s emergency management structure. Supplementing the Base Plan are Emergency Support Function (ESF), Support, and Threat or Hazard-Specific Annexes. Additional details about the Base Plan and each of the annexes are provided below.



**Figure 2: State of Oregon Emergency Operations Plan Organization**

## Base Plan

The Base Plan is organized into the following sections:

- **Purpose, Scope, Situation Overview and Planning Assumptions** – This section identifies the general purpose of the EOP. It identifies the departments, agencies and organizations that the EOP applies to and conditions for activating the plan. It outlines the hazards the state faces and summarizes the steps the state has taken to prepare to respond. It identifies planning assumptions that would be used when executing the EOP.
- **Concept of Operations** – This section describes how the state will conduct its emergency operations and coordinate with other agencies, jurisdictions and organizations.
- **Organization and Assignment of Responsibilities** – This section describes the roles and responsibilities for elected officials, state agencies and key response partners. It provides an overview of key functions that responsible organizations should accomplish during an emergency.
- **Information Collection, Analysis, and Distribution** – This section describes the essential information that is needed to manage an emergency, the source of the information, who uses the information, how information is shared, and the method for providing the information to necessary partners.
- **Communication and Coordination** – This section describes the communication protocols and coordination procedures used between response organizations during emergencies.
- **Administrative, Finance and Logistics** – This section describes general support requirements and the availability of services and support for all types of emergencies.
- **Plan Development and Maintenance** – This section describes the overall approach to planning and the assignment of plan development and maintenance responsibilities.
- **Authorities and References** – This section identifies the legal authorities for conducting emergency operations activities. It also identifies and defines words, phrases, acronyms and abbreviations used throughout the EOP.

## Emergency Support Function Annexes

Emergency Support Functions (ESFs) focus on the coordination and delivery of core capabilities and resources during the response phases of an emergency. Each ESF annex has its own statements of purpose, scope, and details on roles and responsibilities surrounding that ESF. Each ESF is composed of one or two lead agencies and multiple supporting agencies. In some cases, the capabilities of the lead agency do not correspond perfectly to the purpose and scope of the ESF, but the addition of supporting agencies provides the necessary breadth of resources

and capabilities to conduct the required activity. As coordinators, ESFs provide a supporting role to tribal and local governments that execute and manage emergency response. Local or emergency management programs are not required to utilize the ESF construct; the state is organized into ESFs to address gaps in capabilities and provide support as needed.

### Support Annexes

Support Annexes (SAs) describe functions that do not fit within the scope of ESFs, identify functional topics for how emergency coordination occurs, and how state agencies, private sector and nongovernmental organizations coordinate to execute a common support function required during an incident. The actions described in the SAs are not limited to particular types of incidents but are overarching in nature and applicable to nearly every type of incident.

### Threat or Hazard Specific Annexes

While the State EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, Threat or Hazard Specific Annexes supplement the Base Plan to identify hazard-specific operational information for specific natural, technological and human-caused hazards.

## Scope

Oregon Revised Statute (ORS) 401.052 defines an emergency as: A human-created or natural event or circumstance that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss, including:

- a) Fire, wildfire, explosion, flood, severe weather, landslides or mud slides, drought, earthquake, volcanic activity, tsunamis or other oceanic phenomena, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, acts of terrorism and war; and
- b) A rapid influx of individuals from outside this state, a rapid migration of individuals from one part of this state to another or a rapid displacement of individuals if the influx, migration or displacement results from the type of event or circumstance described above.

The State EOP is designed to address a broad range of natural, human-caused and technological hazards, both accidental and intentional, likely to require a state response in any part of Oregon. This plan is scalable, allowing it to be used in all emergencies, from those requiring a minimal state response to worst-case statewide disasters. This plan applies to all state agencies, entities and officials tasked to provide assistance in an emergency.

The State EOP:

- Provides an overview of how to implement state-level emergency management and details responsibilities in relation to federal and state laws, rules and regulations.

Federal laws include the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended. State laws include ORS Chapter 401 – Emergency Management and Services.

- Uses federal guidance and supporting plans, including the National Response Framework, FEMA’s National Incident Management System (NIMS) and Comprehensive Preparedness Guide 101v3.
- Defines activation of the State Emergency Coordination Center (ECC) in the Concept of Operations Section.
- Addresses a coordinated response among tribal, local, state, federal, volunteer and private sector organizations in responding to emergency events that cause or threaten widespread loss of life, injury to person or property, human suffering or financial loss to the people, environment, and culture of Oregon.

## Situation Overview

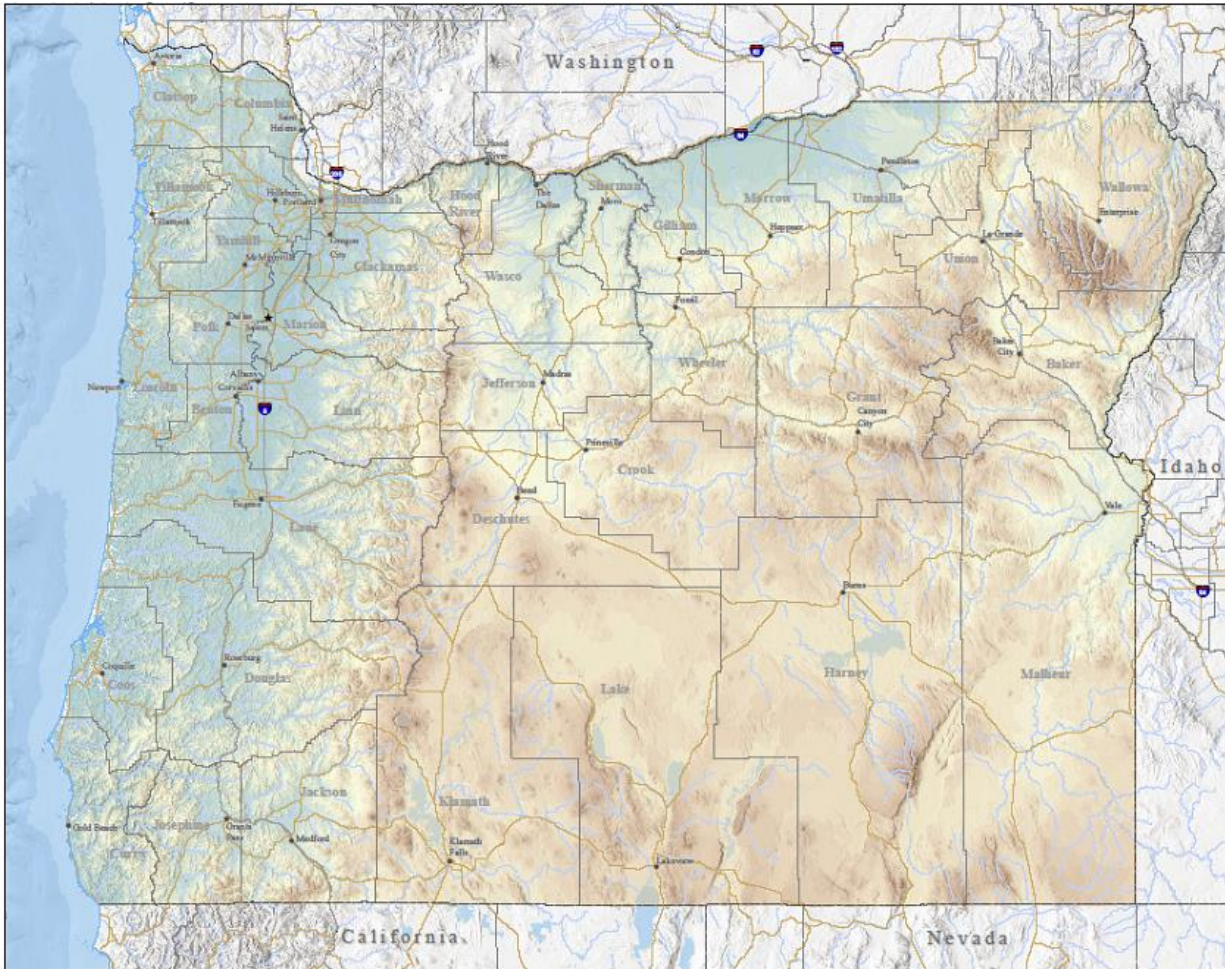
Oregon extends from the Pacific Ocean with the Columbia River delineating much of Oregon’s northern boundary with Washington State; the Snake River delineates much of the eastern boundary with Idaho; and the 42° north parallel delineates the southern boundary with California and Nevada. Oregon is 98,381 square miles and is the ninth largest state by area in the U.S. The highest point in Oregon is Mt. Hood at 11,249 ft. and the lowest is sea level along the Pacific Coast. Oregon has 36 counties and there are nine federally recognized tribes.

According to the 2020 census, Oregon’s population is over 4.2 million people. The Oregon Office of Economic Analysis estimates that by 2030 Oregon’s population will reach 4.5 million people. Emergencies, regardless of their origin, have the potential to result in significant loss. The following statistics demonstrate the vulnerability of Oregon’s population and the need to prepare for Oregon’s diverse and changing population. Per the 2021 American Community Survey 1-Year estimates for Oregon, 18.6% of the population is 65 years and older; 15.1% are reported as having a disability; and 15.2% of the population speak a language other than English.

Oregon’s EOP is necessary because Oregon is at risk from numerous human-caused, natural and technological hazards outlined in the Hazard and Threat Analysis section. Regardless of the hazard, the EOP serves as the framework for how the state will organize and coordinate its response to an emergency.

A map below (Figure 3) provides an orientation to the geography and jurisdictions of Oregon.





**Figure 3: Map of the State of Oregon**

## Hazard and Threat Analysis Summary

Oregon is vulnerable to the effects of natural, human-caused and technological hazards. The state's location in the western U.S., its proximity to the Pacific Ocean, and its geological and topographical features make it vulnerable to several significant natural hazards, including drought, earthquakes, floods, tsunamis, volcanos and wildfires. Climate change has also had an impact on Oregon, worsening existing vulnerabilities. Communities across Oregon continue to witness devastating and increasing impacts of floods, drought, coastal hazards and extreme weather events. Oregon's wildfire activity has steadily increased over the past decade, with more fires burning hotter in areas that historically haven't burned, and fire season has become a 12-month event. Furthermore, the state is home to significant infrastructure, population and government functions that place it at risk for intentional acts meant to cause physical damage, casualties or operational disruptions.

## Hazard Categories

Natural Hazards – To identify and characterize Oregon’s natural hazards, Oregon maintains a Natural Hazards Mitigation Plan (NHMP). The NHMP provides statewide and regional information on the natural hazards most likely to occur in the state. The Plan also reports on the potential impacts of natural hazards on people, property, and the environment, and establishes a mitigation strategy to reduce those impacts. Each five-year update to Oregon's NHMP must be approved by FEMA so that the state can receive federal funds to carry out mitigation planning and projects. Oregon's latest NHMP was approved on Sept. 24, 2020, as a standard plan. It will need to be updated and re-approved in 2025.

This plan uses highly detailed research by subject matter experts to produce an in-depth analysis for hazards and vulnerabilities region-by-region across the state. The latest plan was updated in 2020 and identifies that Oregon is subject to 11 natural hazards:

- Coastal hazards
- Drought
- Earthquake
- Extreme heat
- Floods
- Landslide
- Tsunami
- Volcanic activity
- Wildfires
- Windstorm
- Winter storm

In addition to natural hazards identified in the NHMP, Oregon is at risk of communicable disease outbreaks.

Further information related to the Oregon NHMP, including details about estimated impacts from these hazards, is available on the Department of Land Conservation and Development’s [website](#).

In addition to the hazards identified in the Oregon NHMP, Oregon is also at risk of the following hazards.

Human-Caused Hazards – Oregon is at risk from the following human-caused hazards:

- Active shooter incidents
- Civil disorder
- Critical resource shortages
- Cyber-attacks
- Acts of war
- Explosive attacks
- Fires (including conflagration)
- Power outages
- Sabotage
- Foreign and domestic terrorism
- Other incidents involving the use of weapons of mass destruction.



Technological Hazards – Oregon is at risk from the following technological hazards including:

- Industrial accidents
- Pipeline explosions
- Structural collapse (including levee and dam failures)
- Transportation accidents
- Train derailments
- Utility disruptions
- Hazardous materials releases such as: chemical, biological, radiological and nuclear.

For further information about how the state expects to receive (or provide) assistance related to an emergency from these hazards, refer to the Emergency Support Function, Support, and Threat and Hazard-Specific Annexes of this EOP.

## Planning Assumptions

- National Incident Management System (NIMS) will be used as the incident management system for all emergency response operations.
- Emergencies are managed at the lowest possible level of government.
- Tribal governments and local jurisdictions will comply with the intent of ORS 401.305 – 401.335 and:
  - Establish an emergency management agency that will coordinate planning activities necessary to prepare and maintain a current emergency operations plan.
  - Utilize NIMS and establish an incident command structure for the management of a coordinated response by all local emergency services agencies.
  - Establish procedures to declare a state of emergency and request state assistance when appropriate.
  - Establish procedures to authorize an agency or official to order mandatory evacuations of residents and other individuals when necessary for public safety.
- Some emergencies or disasters will occur with enough warning that appropriate notification will be issued to ensure some level of preparation. Other emergencies or disasters will occur with no advanced warning.
- Recovery operations will begin while emergency response is occurring and may run concurrently with response operations.
- During a catastrophic emergency, at least one other state-level event may be occurring simultaneously in the Pacific Northwest region, placing additional constraints on resources, transportation routes and decision-making capacity.
- Inclusive planning that addresses the needs of the whole community increases the efficacy of response by improving both resource allocation and self-sufficiency.

- Communities, private sector, non-governmental organizations and government agencies will attempt to use internal resources and contracted resources to care for members of their own groups following an emergency.
- Resources from within Oregon may be unable to satisfy all high-priority resource requests during an emergency. Resources to meet those requests may come from other states, federal agencies or international response organizations.
- Emergency assistance provided by the federal government will be provided in accordance with the National Response Framework (NRF).

## Concept of Operations

Oregon's concept of operations integrates the efforts of federal, tribal, state, local, non-governmental organizations and private-sector partners into a comprehensive statewide approach to incident management. Coordination of emergency response will be accomplished using a NIMS-based framework to facilitate command and control, resource management, and communications and information management.

Pursuant to ORS 401.032 (2), it is the policy and intent of the Oregon Legislative Assembly that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local level. The state shall prepare for emergencies but shall not assume authority or responsibility for responding to an emergency unless the appropriate response is beyond the capability of the city and county in which the emergency occurs, the city or county fails to act, or the emergency involves two or more counties. Response to emergencies is executed and managed by tribal or local government with the state coordinating support when needed through the State ECC.

The state has established a system for emergency management under the direction and control of the governor that is coordinated by the director of ODEM. ODEM's director is designated by the governor to coordinate the state response to events that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss. This includes the coordination of emergency response activities of public and private organizations within the state. The state EOP will be activated by the ODEM director or designee in response to actual or potential emergencies that have or are likely to occur within the state.

Oregon's model for emergency coordination is that emergency response is tribally and locally executed and managed state and federally supported, with private-sector and non-governmental organization engagement throughout. Following this model, emergency operations are handled at the lowest level of government that can effectively and efficiently respond to an incident. Utilizing NIMS, emergency operations plans in Oregon are scalable. Every tribe and county (and many city) governments have an emergency operations plan that will be activated when an emergency occurs. When an emergency exhausts tribal or local resources or a needed capability does not exist, local jurisdictions will enact their mutual aid agreements or use emergency procurement to request additional resources. When an emergency exceeds the capabilities of the impacted jurisdiction and requires state or federal resources, the impacted jurisdiction may request additional assistance through the Oregon Emergency Response System.

## Oregon Emergency Response System (OERS)

ODEM is responsible for managing the Oregon Emergency Response System (OERS). OERS was established to coordinate and manage state resources in preparation to respond to natural, human-caused, and technological emergencies and civil unrest requiring multi-jurisdictional cooperation between all levels of government and the private sector. OERS includes a 24-hour notification center maintained by Oregon State Police (staffing of the notification center will transition from the Oregon State Police to ODEM in 2024). The OERS notification center is the

primary point of contact where any public agency can notify the state of an emergency or disaster or request access to state or federal resources. When notified of an emergency, the OERS notification center will notify ODEM to coordinate emergency assistance.

The governor established the OERS Council to facilitate communication and coordination with emergency services agencies and organizations. The OERS Council consists of representatives from state and federal agencies and private sector organizations that provide resources in response to emergencies in the state. The OERS Council is co-chaired by the ODEM Preparedness and Response section managers. During steady-state operations, OERS Council representatives work with ODEM to develop and implement emergency plans and procedures that will be utilized when an emergency occurs.

Operationally, the OERS Council is grouped into 18 ESFs that carry out the coordination of response activities through the State Emergency Coordination Center (ECC) during an emergency. Additional information about Oregon’s ESFs is contained in the [Organization and Assignment of Responsibilities](#) section of the EOP.

## Equity Vision

ODEM is committed to equity as a fundamental value in the consistent and just distribution of resources, opportunities, knowledge, and support to all communities during all phases of the disaster cycle. Achieving equitable resilience to hazards requires that historically marginalized and underserved communities have the capacity to prepare for, respond to, recover from, and mitigate against disasters, and that their diverse experiences fundamentally inform the way our agency operates. The term “underserved communities” refers to populations that have been systemically marginalized by oppressive social and economic systems, making them chronically less able to equally participate in development and implementation of resilience building activities during all phases of the disaster cycle.

To effectively coordinate emergency response activities, ODEM recognizes the need to embed equity principles, policies, and approaches across the department’s programming, outreach and engagement efforts, emergency response and recovery activities, and internal functioning. This includes efforts to remove systemic barriers to and provide equitable access to opportunities and benefits both externally and in our workforce to advance equity for and with those communities. ODEM’s Inclusion, Diversity, Equity and Accessibility Plan provides detail its equity objectives and strategies for instilling equity as the foundation of ODEM’s internal culture, how it collaborates with partners and in the relationships with the communities it serves.

## Crisis Management Application

ODEM maintains a crisis management application (OpsCenter) that is utilized during normal daily operations as well as when incidents occur. OpsCenter is Oregon’s system of record to track all incidents that the state is notified of through the OERS notification center and in coordination with emergency response partners. OpsCenter access is made available to all OERS Council agencies; tribal, city and county emergency managers; federal emergency services

agencies; and private sector organizations. OpsCenter allows users to submit and track requests for assistance for incidents that have or have not received a governor-declared emergency declaration.

## Requesting Emergency Services Assistance

Emergency response will be executed and managed at the lowest level of government that can effectively and efficiently respond to an incident. When an emergency occurs or is imminent that is anticipated to exhaust or exceed the capability of a tribal or local jurisdiction and available mutual aid resources, or resources from multiple state agencies are needed, the tribal or local governing body or designated representatives may request emergency assistance through the OERS notification center. The OERS notification center will create an incident in OpsCenter and notify the appropriate tribal, local, state or federal agency and the ODEM Executive Duty Officer (EDO).

The ODEM EDO is a rotating on-call position filled by ODEM management services staff. When notified of an emergency, the EDO will gather additional information concerning the emergency, verify local and mutual aid resources have been or are anticipated to be exhausted, and begin coordinating emergency services assistance from the state. Based on the complexity of the emergency and the resources required, ODEM's EDO may advise the ODEM director, or authorized designee, to activate the Oregon State ECC and, as appropriate, recommend the governor issue an executive order declaring a state of emergency.

Most emergencies in Oregon are managed by tribal or local emergency response personnel and do not require or qualify for a governor's emergency declaration. Requests for assistance for jurisdictions must be submitted through the tribal or county emergency management agency. Cities must submit their requests through the county emergency manager in which most of the city's property is located. Resource requests submitted in OpsCenter will be reviewed and assigned to an agency that may have the capability to fulfill the request. An agency may decline the request if it does not have the resources available or funding authority to provide the resources requested, regardless of receiving a governor's emergency declaration. If an agency declines a request, the reason the request was denied will be provided to ODEM.

For emergencies that do not receive a governor's emergency declaration, OpsCenter requests will be managed based on steady-state agency operational structures, capabilities, authorities and budget. OERS Council agencies are expected to provide updates on all requests submitted through OpsCenter to ensure that requestors know the status of their request and if resource needs can be met. See the [Direction, Control and Coordination Section](#) for details about OpsCenter requests submitted for emergencies that have received a governor's emergency declaration.

## Oregon State Emergency Coordination Center (ECC)

The Oregon State ECC serves as a centralized structure during emergencies where state officials provide an integrated state response by coordinating information and resources and implementing direction from the governor. The State ECC may be established physically or

virtually when activated. The primary functions of the ECC are to collect, analyze and share information; support resource needs and requests, including allocation and tracking; provide policy direction; coordinate planning and determine current and future needs.

The primary location of the physical State ECC is a multipurpose facility located within the day-to-day office of ODEM, 3930 Fairview Industrial Drive SE Salem, OR 97302, which is a controlled access facility. In the event the State ECC is threatened or unusable, an alternate State ECC may be activated at the direction of the director of ODEM or designee.

The State ECC serves as a single point of contact for coordinating state resources or actions in response to natural, technological and human-caused emergencies. It operates following the principles of NIMS and ICS and includes representatives from all appropriate state agencies. ECC operations are dictated by the nature, size, and complexity of an event or incident.

Once it has been determined the State ECC will be activated, an ECC manager will be appointed. The ECC Manager will notify applicable ODEM staff and ensure notifications occur to the needed OERS Council members, based on the situation and anticipated resource requests. The ECC Manager will determine the ECC operational period, whether the ECC will be activated virtually or in person, the required ECC staff and ECC operating hours. Each agency, entity, and official required to designate a liaison under ORS 401.054 shall designate an individual who has authority during an emergency to allocate resources and assets of the agency, entity or official.

**Response Operational Status Levels**

The state has established four Operational Status Levels, referred to as Status Levels, as noted in the table below. Each status level represents an increased need for situation awareness and coordination of state response activities and resources.

<b>LEVEL 4: NORMAL OPERATIONS/STEADY STATE</b>
<p><b>Situation:</b> Emergencies are managed within the capabilities of the tribal or local jurisdiction or by state agencies using their steady state agency authorities, with support from the private sector and non-governmental organizations.</p> <p><b>Staffing required:</b> ODEM EDO, ODEM Staff Duty Officer (SDO), ODEM Regional Coordinators, ODEM Tribal Liaison, and ODEM Public Information Officer.</p> <p><b>State ECC status:</b> Not activated.</p> <p><b>Coordination Activities:</b></p> <ul style="list-style-type: none"> <li>• Requests for state assistance are directed to the OERS notification center, which is staffed 24 hours a day, every day of the year. OERS staff will gather information about the emergency and what state assistance is needed.</li> <li>• OERS staff will notify the ODEM EDO who will manage and coordinate assistance with tribal, local, state, and federal agencies as needed.</li> <li>• ODEM Tribal Liaison and Regional Coordinators will gather and share situational awareness from tribes and local jurisdictions.</li> </ul>

<p><b>LEVEL 3: ECC REGIONAL RESPONSE</b></p>
<p><b>Situation:</b> A threat or emergency is anticipated, or occurs, that destabilizes a region’s community lifelines or creates life safety needs that may tax the capabilities of the tribal or local jurisdiction, or state agencies using their steady state agency authorities. The timeframe for incident stabilization is not known. The need for additional state agency resources is uncertain. Regional coordination of resources and situational awareness information is required.</p> <p><b>Authority to escalate to Level 3: ECC Regional Response:</b> ODEM Director, ODEM Deputy Director or designee.</p> <p><b>Staffing required:</b> ECC Manager, Regional Liaisons, PIO, necessary ECC Coordination Section Chiefs, and ESFs as required by the situation.</p> <p><b>State ECC status:</b> Activated, virtually, or in-person as directed by the ECC Manager.</p> <p><b>Coordination activities in addition to Level 4:</b></p> <ul style="list-style-type: none"> <li>• The appointed ECC Manager is responsible for leading coordination efforts.</li> <li>• Assigned ODEM Tribal Liaison and Regional Coordinators will transition to being Regional Liaisons.</li> <li>• Regional Liaisons and the ECC Manager will gather additional situational awareness information from jurisdictions, ESFs, the private sector, or non-governmental organizations to identify impacts to the community or community lifelines, actions that are being taken to stabilize the incident, limiting factors, and resource or support needs from state agencies.</li> <li>• The ECC Manager may set up incident-specific coordinating briefings with tribal or local emergency managers and ESFs to facilitate information sharing and resource coordination.</li> </ul>
<p><b>LEVEL 2: ECC LIMITED ACTIVATION</b></p>
<p><b>Situation:</b> A threat or emergency is anticipated or has developed that destabilizes community lifelines and requires additional resource support and coordination between multiple state agencies, tribal and local jurisdictions, the private sector or non-governmental organizations. The governor may or may not have proclaimed a state of emergency under ORS 401.165.</p> <p><b>Authority to escalate to Level 2: ECC Limited Activation:</b> ODEM Director, ODEM Deputy Director or designee.</p> <p><b>Staffing required:</b> ECC Manager, ECC command and general staff, and assigned liaisons for ESF lead agencies as directed by ODEM and required by the situation and lifelines affected.</p> <p><b>State ECC status:</b> Activated, virtually, or in-person as directed by the ECC Manager.</p> <p><b>Coordination activities in addition to Levels 4 and 3:</b></p> <ul style="list-style-type: none"> <li>• Coordination is led by the ECC Manager.</li> </ul>

<ul style="list-style-type: none"> <li>• ECC staff will initiate the ECC Operations and Planning Cycle to coordinate resource support and situational awareness information sharing with necessary ESFs, impacted jurisdictions, and private-sector and non-governmental organizations.</li> <li>• ECC staff may facilitate coordination calls with necessary state agencies, impacted jurisdictions, and private-sector or non-governmental organizations to gather additional situational awareness information and coordinate resource support.</li> <li>• ECC staff in collaboration with activated ESFs will assess the status of community lifelines to identify areas of instability and lines of effort for stabilizing lifelines.</li> <li>• ECC staff may develop an ECC incident action plan and distribute situational awareness products about the incident and actions that ESFs, jurisdictions, private-sector or non-governmental organizations are taking to address impacts.</li> <li>• ECC staff will coordinate resource prioritization.</li> <li>• ECC staff may coordinate interstate mutual aid assistance.</li> </ul>
<p><b>LEVEL 1: ECC FULL ACTIVATION</b></p>
<p><b>Situation:</b> A threat or emergency destabilizes multiple community lifelines and the capabilities required to stabilize impacted lifelines exceed jurisdictional capabilities. Capabilities of multiple state emergency support functions (ESFs) and possibly federal agencies are required.</p> <p><b>Authority to escalate to Level 1: Full ECC Activation:</b> Governor, ODEM Director, ODEM Deputy Director or designee.</p> <p><b>Staffing required:</b> Full activation of the ECC with all command and general staff, all assigned liaisons for ESF lead state agency, and agency representatives from federal, private sector, and non-governmental organizations, as appropriate.</p> <p><b>State ECC status:</b> Activated, in-person, unless directed otherwise by the ECC Manager.</p> <p><b>Coordination activities in addition to Levels 4, 3 and 2:</b></p> <ul style="list-style-type: none"> <li>• ECC Staff may collaborate with recovery staff to request a Presidential major disaster declaration with individual assistance.</li> <li>• ECC Staff may coordinate with the Governor’s Disaster Cabinet (when activated) to allocate limited state emergency resources.</li> <li>• FEMA may deploy an incident management assistance team (IMAT) to determine the level and type of immediate federal support that may be required.</li> </ul>

## Agency Operations Centers

State agencies or private sector organizations may establish an agency operation center (AOC) based on agency or organization guidelines. An AOC may be established to support agency or organization resource needs and requests; coordinate agency or organizational planning to



determine current or future needs; or provide agency or organization-specific coordination and policy direction. When the State ECC is activated, AOCs will coordinate their activities through their assigned liaison to the State ECC.

## Emergency Declaration Process

Per ORS 401.165, the governor may declare a state of emergency by an executive order at the request of a county governing body or after determining that an emergency has occurred or is imminent.

Under an emergency declaration, the governor has complete authority over all state executive agencies and may direct any agency in the state government to utilize its personnel, equipment, and facilities for any activities designed to prevent or alleviate actual or threatened damage due to an emergency and may direct the agencies to provide supplemental services and equipment to local governments to restore any services to provide for the health and safety of the residents of the affected area. This authority is executed as strategic direction, coordinated via the State ECC, with operational control of resources most often resting with local emergency services command structures. During an emergency, the director of ODEM will serve as the Governor's authorized representative for coordination of certain response activities and managing the recovery process.

During a declaration, the governor may also suspend orders or administrative rules if compliance would impede response to the emergency. There are some related, but lower-order actions related to emergency response activities — including emergency medical services, provider licensing and utility crew highway requirements — that can be enacted by other state officials or are already established in law. In some of those actions, a declaration by the governor may not be necessary.

Generally, state declarations of emergency are made in response to requests from tribal or county governing bodies and will cover a geographic area limited to the impacts of the emergency (ORS 401.165). During widespread or catastrophic emergencies, however, the governor may declare a statewide emergency specific to that event.

There are several specific types of declarations available, depending on the nature of the emergency. These include fires (emergency conflagration act), public health emergencies, energy resource emergencies, and droughts. Each emergency is defined in the Oregon Revised Statutes (ORS) and referenced in the [Authorities and References](#) section of the State EOP. Specific procedures for requesting each declaration are maintained by the responsible agency outlined in the ORS. The EOP's Threat or Hazard Specific Annexes or ESF Annexes also contain additional information. To assist local officials in expediting the emergency declaration process, ODEM maintains the document "*Emergency Declaration Guidelines for Local Elected and Appointed Officials*", published by ODEM and available on the ODEM [website](#). ODEM also maintains an operational guide that outlines the criteria or indicators for recommending an emergency declaration under ORS 401.165.

### ***City/County Emergency Declarations***

Per ORS 401.309, the governing body of a city or county by ordinance or resolution may declare that a local state of emergency exists within the city or county. A local state of emergency allows the jurisdiction to enact emergency procedures to carry out activities to minimize, respond to, or recover from an emergency.

Counties may seek a proclamation from the governor declaring a state of emergency by providing a written certification to ODEM that all local resources have been expended and a preliminary assessment has been done for property damage or loss, injuries and deaths. Cities must submit requests for a governor's declaration through the governing body of the county in which the majority of the city's property is located (ORS 401.165(2)).

### ***Tribal Emergency Declarations***

The governing body of a federally recognized tribal government may declare that a state of emergency exists for the tribe. A tribal state of emergency allows the tribal government to enact emergency procedures to carry out activities to minimize, respond to, or recover from an emergency.

Tribal governments may seek a proclamation from the governor declaring a state of emergency by providing a written certification to ODEM that the tribal government has expended all local resources and the status of a preliminary assessment of property damage or loss, injuries and deaths.

When requesting federal assistance through the Stafford Act, the Sandy Recovery Improvement Act (SRIA) of 2013 included a provision amending the Stafford Act to provide federally recognized Indian tribal governments the option to seek Stafford Act assistance independently of a state or seek disaster assistance through a state declaration.

### ***Presidential Declaration and Federal Assistance***

Based on the severity and magnitude of the emergency, the governor may request that the president declare an emergency or major disaster for the state. The identification of the need begins with initial damage assessments (IDAs) completed by the tribal and local governments to assess and collect data to estimate the extent of damage. IDA information is sent to the ODEM recovery team to verify the IDA data. ODEM will report the findings of the IDAs to the governor and make a recommendation regarding a request for federal assistance. If the governor decides to request a presidential declaration based upon the recommendations and findings, the governor will then send a letter to the President of the United States requesting a major disaster declaration or to the Small Business Administration (SBA) for a disaster declaration for specific counties. In the declaration request, the governor may request assistance for individuals, public entities, state agencies, local governments and qualified non-profits.

The factors influencing the need for federal involvement may include:

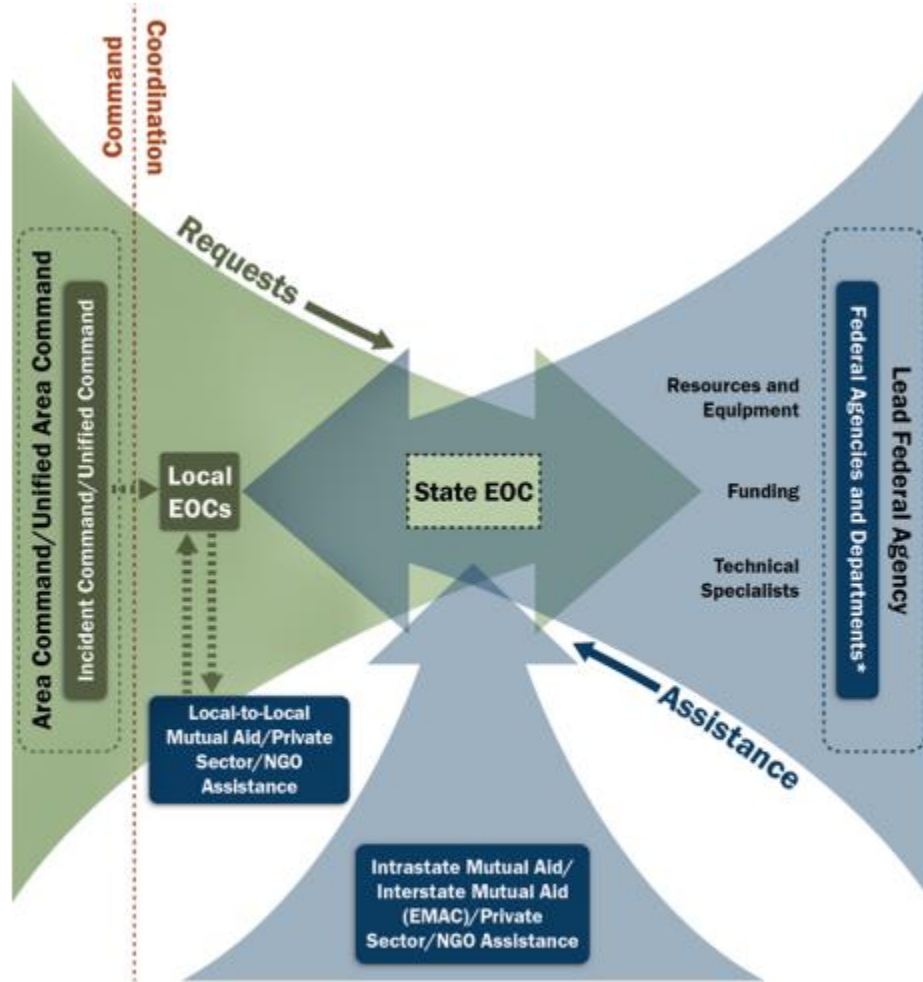
- Severity and magnitude of the incident.

- State or local needs exceeding available resources.
- The need to protect public health, welfare, or the environment.
- The economic ability of the state and/or the affected localities to recover from the incident.

When a governor's request for a presidential emergency or major disaster declaration is approved, the declaration will specify which federal assistance programs will be made available to the state and included jurisdictions. When a disaster event does not meet the criteria for receiving a declaration for individual assistance, it may still meet the criteria for an SBA disaster declaration. The governor may request an SBA disaster declaration if the findings of the SBA damage assessment process fulfill the criteria for a declaration.

When the public assistance (PA) program is approved, PA provides assistance to tribal, state, and local governments and certain non-profits so that communities can quickly respond to and recover from major disasters or emergencies. Through the PA Program, FEMA provides supplemental Federal grant assistance for debris removal, emergency protective measures, and the restoration of disaster-damaged, publicly owned facilities and specific facilities of certain non-profit organizations.

During incidents for which the president has declared an emergency or major disaster, federal support is delivered in accordance with the relevant provisions of the Stafford Act, coordinated through the ECC and the appropriate state ESF agencies. Figure 4, from the [National Incident Management System](#), depicts the integration of federal, state, and intrastate assistance to support tribal and local jurisdictions that are managing the response.



\*Some Federal agencies (U.S. Coast Guard, Environmental Protection Agency, etc.) have statutory responsibility for response and may coordinate and/or integrate directly with affected jurisdictions. During responses conducted under Stafford Act declarations, FEMA establishes a Joint Field Office (JFO) to coordinate Federal response activities.

**Figure 4: State and Federal Support to Response Activities**

## Community Lifelines

Community Lifelines are services that enable the continuous operation of critical government and business functions and are essential to human health and safety or economic security. During steady-state operations, lifeline services are provided by public, private, and nonprofit entities that are within a community. They include a range of critical day-to-day services that communities rely on to protect life and property. While most disruptions to these services are directly resolved by the local lifeline service providers (e.g., power and utility companies), the priority of emergency response operations following an incident is to stabilize the lifeline services by the most effective means (e.g., providing temporary power or performing temporary emergency repairs available) when they are destroyed or significantly disrupted by emergencies.

During an emergency, the primary objective of Community Lifelines is to ensure the delivery of critical services that alleviate immediate threats to life and property when communities are impacted by emergencies. As seen in Figure 7, Community Lifelines include eight fundamental and critical capabilities and services provided to a community that enable all other aspects of society to function. The Community Lifelines construct provides an outcome-based, survivor-centric frame of reference that assists responders with the following:

- Rapidly determining the scale and complexity of an incident.
- Identifying the severity, root causes, and interdependencies of impacts to basic, critical lifesaving, and life-sustaining services within the impacted areas.
- Developing operational priorities and objectives that focus response efforts on the delivery of these services by the most effective means available.
- Communicating disaster-related information across all levels of public, private, and non-profit sectors using a commonly understood plain language vocabulary.
- Guiding response operations to support and facilitate their integration across mission areas.



**Figure 7: Community Lifelines**

Community Lifelines are composed of multiple components that encompass infrastructure, assets, and services. The table below provides a brief description of each Community Lifeline and the ESFs with capabilities that are most associated with stabilizing lifeline impacts. All Community Lifelines will receive support and capabilities from ESF #5 – Information and Planning, ESF #7 – Logistics Management and Resource Support, ESF #15 – Public Information, ESF #17 – Cyber and Critical Infrastructure Security and ESF #18 – Military Support.

Community Lifeline	Description	Associated Emergency Support Functions
Safety and Security	Law enforcement and government services, as well as the associated assets that maintain cybersecurity and correctional security, provide search and rescue evacuations and firefighting capabilities and promote responder safety.	<ul style="list-style-type: none"> <li>• ESF 2 – Communications</li> <li>• ESF 3 – Public Works</li> <li>• ESF 4 – Firefighting</li> <li>• ESF 6 – Mass Care</li> <li>• ESF 8 – Health and Medical</li> <li>• ESF 9 – Search and Rescue</li> <li>• ESF 13 – Public Safety and Security</li> <li>• ESF 17 – Cyber and Critical Infrastructure Security</li> </ul>
Food, Hydration, Shelter	Commercial food distribution and supply chain networks; temporary hydration missions and commercial water supply; commercial lodging; sheltering of survivors and animals; and agricultural impacts.	<ul style="list-style-type: none"> <li>• ESF 6 – Mass Care</li> <li>• ESF 8 – Health and Medical</li> <li>• ESF 11 – Agriculture, Animals and Natural Resources</li> <li>• ESF 14 – Business and Industry</li> <li>• ESF #16 – Volunteers and Donations</li> </ul>
Health and Medical	Infrastructure and service providers for medical care, public health, patient movement, fatality management, behavioral health, veterinary support, and health or medical supply chains.	<ul style="list-style-type: none"> <li>• ESF 6 – Mass Care</li> <li>• ESF 8 – Health and Medical</li> <li>• ESF 13 – Public Safety and Security</li> </ul>
Energy	Service providers for electric power infrastructure, composed of generation, transmission, and distribution systems, as well as gas and liquid fuel processing, transportation, and delivery systems. Disruptions can have a limiting effect on the functionality of other Community Lifelines.	<ul style="list-style-type: none"> <li>• ESF 3 – Public Works</li> <li>• ESF 12 – Energy</li> <li>• ESF 14 – Business and Industry</li> </ul>

<p>Communications</p>	<p>Infrastructure owners and operators of broadband internet, cellular networks, landline telephone and associated infrastructure; cable services (to include undersea cable); satellite communications services; and broadcast networks (radio and television). Communication systems encompass a large set of diverse modes of delivery and technologies, often intertwined but largely operating independently. Services include elements such as alerts, warnings and messages, as well as 911 and dispatch. Also includes accessibility of financial services.</p>	<ul style="list-style-type: none"> <li>• ESF 2 – Communications</li> <li>• ESF 14 – Business and Industry</li> <li>• ESF 15 – Public Information</li> </ul>
<p>Transportation</p>	<p>Multiple modes of transportation often serve complementary functions and create redundancy, adding to the inherent resilience of overall transportation networks. Transportation infrastructure generally includes highways, roadways, mass transit, railway, aviation, maritime, pipeline and intermodal systems.</p>	<ul style="list-style-type: none"> <li>• ESF 1 – Transportation</li> <li>• ESF 3 – Public Works</li> <li>• ESF 14 – Business and Industry</li> </ul>
<p>Hazardous Materials</p>	<p>Systems that mitigate threats to public health and welfare and the environment. This includes assessment of facilities that use, generate, and store hazardous substances, as well as specialized conveyance assets and efforts to identify, contain, and remove incident debris, pollution, contaminants, oil or other hazardous substances.</p>	<ul style="list-style-type: none"> <li>• ESF 8 – Health and Medical</li> <li>• ESF 10 – Hazardous Materials</li> <li>• ESF 12 – Energy</li> </ul>

Water Systems	Systems that provide potable water intake, treatment, and storage, as well as the collection, storage, treatment and discharge of wastewater.	<ul style="list-style-type: none"> <li>• ESF 3 – Public Works</li> <li>• ESF 8 – Health and Medical</li> <li>• ESF 10 – Hazardous Materials</li> </ul>
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### Community Lifeline Components and Subcomponents

Each Community Lifeline is composed of multiple components and subcomponents that are assessed to determine the condition of each lifeline. Figure 8 illustrates the standardized components that make up each lifeline.



Figure 8: Community Lifelines and Associated Components



Components are further divided into relevant subcomponents that provide a granular level of enabling functions for the delivery of services to a community and help define the services that make up that lifeline. Components are fixed, pre-determined capabilities, while subcomponents may expand or contract to meet incident requirements, as necessary. Additional details about Oregon’s components and subcomponents for each lifeline are identified below.

<b>Safety and Security Lifeline</b>					
Component	Government Services	Law Enforcement and Security	Fire Services	Search and Rescue	Community Safety
Subcomponents	<ul style="list-style-type: none"> <li>EOCs</li> <li>Essential Govt. Functions (including status of courts)</li> <li>Govt. Offices</li> <li>National Guard/Military Facilities</li> <li>Schools</li> <li>Public Records</li> <li>Historical/Cultural Resources</li> </ul>	<ul style="list-style-type: none"> <li>Police Stations</li> <li>Law Enforcement</li> <li>Site Security</li> <li>Correctional Facilities</li> </ul>	<ul style="list-style-type: none"> <li>Fire Stations</li> <li>Firefighting Resources</li> </ul>	<ul style="list-style-type: none"> <li>Local Search and Rescue</li> </ul>	<ul style="list-style-type: none"> <li>Flood Control</li> <li>Lahar Diversion</li> <li>Ash Removal Mitigation</li> <li>Cybersecurity</li> <li>Other Hazards</li> <li>Protective Actions (e.g., post-earthquake inspection for immediate occupancy)</li> </ul>

<b>Food, Hydration, Shelter Lifeline</b>				
Component	Food	Hydration	Shelter	Agriculture
Subcomponents	<ul style="list-style-type: none"> <li>Commercial Food Distribution</li> <li>Commercial Food Supply Chain</li> <li>Food Distribution Programs</li> </ul>	<ul style="list-style-type: none"> <li>Temporary Hydration Missions (e.g., bottled water distribution)</li> <li>Commercial Water Supply Chain</li> </ul>	<ul style="list-style-type: none"> <li>Housing (e.g., homes, shelters)</li> <li>Commercial Facilities (e.g., hotels)</li> </ul>	<ul style="list-style-type: none"> <li>Animals and Agriculture</li> <li>Animal sheltering (livestock and pets)</li> <li>Animal Feeding</li> </ul>

Health and Medical Lifeline					
Component	Medical Care	Patient Movement	Public Health	Fatality Management	Medical Supply Chain
Subcomponents	<ul style="list-style-type: none"> <li>Healthcare Facilities</li> <li>Dialysis</li> <li>Pharmacies</li> <li>Long Term Care</li> <li>VA Health System</li> <li>Veterinary Services</li> <li>Home Health Services</li> </ul>	<ul style="list-style-type: none"> <li>Emergency Medical Services</li> </ul>	<ul style="list-style-type: none"> <li>Epidemiological Surveillance</li> <li>Laboratory</li> <li>Clinical Guidance</li> <li>Assessment/Interventions/Treatments</li> <li>Human Services</li> <li>Behavioral Health</li> </ul>	<ul style="list-style-type: none"> <li>Mortuary and Post Mortuary Services</li> </ul>	<ul style="list-style-type: none"> <li>Blood/Blood Products</li> <li>Manufacturing</li> <li>Distribution</li> <li>Critical Clinical Research</li> <li>Sterilization</li> <li>Raw Materials</li> </ul>

Energy (Power & Fuel) Lifeline		
Component	Power	Fuel
Subcomponents	<ul style="list-style-type: none"> <li>Generation Systems</li> <li>Transmission Systems</li> <li>Distribution Systems</li> </ul>	<ul style="list-style-type: none"> <li>Refineries/Fuel Processing</li> <li>Fuel Storage</li> <li>Pipelines</li> <li>Fuel Distribution (e.g., fuel points, gas stations)</li> </ul>

Communications Lifeline					
Component	Infrastructure	Alert, Warnings, and Messages	911 and Dispatch	Responder Communication	Financial Services
Subcomponents	<ul style="list-style-type: none"> <li>Wireless</li> <li>Cable Systems &amp; Wireline</li> <li>Broadcast (TV/Radio)</li> <li>Satellite</li> <li>Data Centers/Internet</li> </ul>	<ul style="list-style-type: none"> <li>Local Alert/Warning Ability (OR-Alert)</li> <li>Access to IPAWS (WEA, EAS, NWR)</li> <li>NAWAS Terminals</li> </ul>	<ul style="list-style-type: none"> <li>Public Safety Answering Points</li> <li>Dispatch</li> </ul>	<ul style="list-style-type: none"> <li>LMR Networks</li> </ul>	<ul style="list-style-type: none"> <li>Banking Services</li> <li>Electronic Payment Processing</li> </ul>

Transportation Lifeline					
Component	Highway/ Roadway	Mass Transit	Railway	Aviation	Maritime
Subcomponents	<ul style="list-style-type: none"> <li>• Roads</li> <li>• Bridges</li> </ul>	<ul style="list-style-type: none"> <li>• Bus</li> <li>• Light Rail</li> <li>• Rail</li> <li>• Ferry</li> </ul>	<ul style="list-style-type: none"> <li>• Freight</li> <li>• Passenger</li> </ul>	<ul style="list-style-type: none"> <li>• Commercial (e.g., cargo/passenger)</li> <li>• General</li> <li>• Military</li> </ul>	<ul style="list-style-type: none"> <li>• Waterways</li> <li>• Ports and Port Facilities</li> </ul>

Hazardous Material Lifeline		
Component	Facilities	HAZMAT, Pollutants, Contaminants
Subcomponents	<ul style="list-style-type: none"> <li>• Oil &amp; HAZMAT Facilities (e.g., chemical, nuclear)</li> <li>• Oil/HAZMAT/Toxic Release Incidents from Facilities</li> </ul>	<ul style="list-style-type: none"> <li>• Oil/HAZMAT/Toxic Release Incidents from Non-fixed Facilities</li> <li>• Radiological or Nuclear Incident</li> </ul>

Water Systems Lifeline		
Component	Potable Water Infrastructure	Wastewater Management
Subcomponents	<ul style="list-style-type: none"> <li>• Intake</li> <li>• Treatment</li> <li>• Storage</li> <li>• Distribution</li> </ul>	<ul style="list-style-type: none"> <li>• Collection</li> <li>• Storage</li> <li>• Treatment</li> <li>• Discharge</li> </ul>

### Evaluating Community Lifeline Status

ESFs, in collaboration with ODEM, will evaluate and document the status of each subcomponent to determine the condition of each lifeline component and the overall status of each community lifeline. ODEM will utilize its private-public-partnerships program and regional coordinators to gather information from private-sector organizations and impacted jurisdictions. The status of Community Lifelines, their components, and subcomponents will be compiled into a leadership brief that will be distributed by ODEM.

### Lifeline Stabilization

After an incident, initial assessments of the Community Lifelines (e.g., whether they are impacted and to what extent) help establish incident priorities and objectives that drive response actions. Continuously reassessing the status of Community Lifelines enables decision-makers to adjust operations in ways that can accelerate incident stabilization.

The lifeline structure enables emergency response personnel to quickly assess whether critical services are disrupted and determine which capabilities are required to deliver and re-establish those disrupted critical services. Lifeline conditions are assessed from the perspective of the impacted community and individual disaster survivor in terms of how services are received and the ability to maintain and sustain their delivery. This enables the ECC to:

- Determine the severity of impact on communities and critical infrastructure.
- Identify limiting factors and gaps to address those impacts.
- Quickly prioritize solutions to alleviate threats to life and property.

Disruption to lifeline services may cause significant threats to life and property. During the initial response, priority efforts focus on stabilizing lifelines. During emergencies, the ECC, working through the ESFs, will prioritize the re-establishment of critical lifeline services. In some instances, lifeline stabilization is achieved through contingency response solutions (e.g., power generators, emergency communications, sheltering, and emergency food and hydration efforts).

Response activities organized around the Community Lifelines allow tribal, local, state, and federal government emergency managers, along with private sector and nongovernmental partners, to better align, sequence, and prioritize limited public and private sector resources. The intent is to efficiently stabilize the incident by anticipating, resourcing, and managing immediate threats to life and property and to set the conditions for longer-term infrastructure restoration and economic and community recovery. Though stabilization is the priority focus during initial response efforts, stabilization is not the desired end state. Stabilization is a step towards accomplishing longer-term outcomes achieved in recovery.

## Lines of Effort

Lines of Effort (LOEs) are the specific mission sets (functions and activities) that must be performed to stabilize Community Lifelines. For state operations, LOEs are activities that a county or tribe can request the ECC to support to fill their capability gaps in managing an incident. Examples of LOEs include damage assessment, debris management, hazardous waste, public information and warning, search and rescue, or shelter operations. Incident-specific LOEs will be identified based on impacts to Community Lifelines and resource needs of the impacted jurisdiction.

## Operational Planning and Coordination

Following Oregon's model for coordination, emergency response is tribally and locally executed and managed. When an emergency occurs, tribal and local emergency managers will coordinate with emergency response personnel, local governments and private sector entities to identify whether lifeline services have been affected and the impacts to their communities and individuals. Based on the impacts and resources required to stabilize affected lifelines, tribal or county emergency managers may request assistance through the OERS notification center or ECC, when activated. Requests from cities must be submitted through the county in which the majority of the city's property is located. Resource requests received by the ECC will be evaluated by the ECC Operations Coordination Section to verify they are actionable and assigned to an ESF to fulfill.

To ensure that the efforts of ESFs, non-governmental organizations, and the private sector are coordinated and synchronized, the ECC performs operational planning utilizing the National Incident Management System (NIMS) Planning “P.” After the planning process, the ECC Manager will approve an Incident Action Plan (IAP) that will be distributed for each operational period.

## Organization and Assignment of Responsibilities

### Assignment of Responsibilities

#### *Legislative Assembly*

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

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

#### *Judicial Branch*

Oregon’s judicial branch of government is a unified system of 36 circuit courts, a court of appeals, a supreme court, a tax court, and the Office of the State Court Administrator, all headed by the Chief Justice of the Oregon Supreme Court. The Oregon Judicial Department (OJD) preserves the rule of law in Oregon by deciding all legal disputes not handled by the federal district courts. Judges in Oregon’s circuit courts, court of appeals, supreme court, and tax court interpret and apply state and federal constitutions, state laws, and state statutes passed by the Oregon Legislature. Judges reach decisions on cases by deciding whether state laws and executive orders apply to a case or if those laws are constitutional. The central role of state courts is to ensure that all Oregonians receive fair and accessible justice by providing due process, protecting individual rights and preserving community welfare.

#### *Governor’s Office and Executive Branch*

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

- Providing strategic guidance for state resources to prevent, mitigate, prepare for, respond to, and recover from incidents of all types.
- Making, amending or suspending certain orders or regulations associated with response through executive orders under state law.
- Commanding the state’s National Guard personnel not in federal service.

- Requesting federal assistance including, if appropriate, a presidential declaration under the Stafford Act when it becomes clear that state capabilities will be insufficient.
- Coordinating with impacted tribal governments within the state and initiating requests for a presidential declaration under the Stafford Act on behalf of impacted tribes when requested.

### ***Governor's Disaster Cabinet***

Executive Order 16-07 (EO 16-07) created the Governor's Disaster Management Framework to facilitate Oregon's response and recovery actions and to provide a flexible instrument for making recommendations to the governor for the provision of policy direction and coordination of response resources and recovery efforts. EO 16-07 established the Governor's Disaster Cabinet (GDC). The GDC, when activated by the governor will provide recommendations to the governor regarding statewide priorities, allocation of limited state emergency resources, and use of monies and appropriate funds described in ORS 401.168 to help Oregon effectively respond to and recover from disasters. Once activated, the GDC will remain activated until the governor is satisfied the incident has passed.

The GDC will be directed by the director of the Department of Administrative Services or other governor designees. Membership of the GDC will be comprised of agency heads or their designee from agencies identified in ORS 401.054, supplemented by other agency representatives as needed depending on the situation. Once activated, the GDC will provide overall leadership and policy direction to the State ECC. ODEM will provide the GDC with regular briefings about the status of the incident and ongoing areas of concern. The GDC will coordinate with legislative leadership as needed to assess risk factors and facilitate solutions to ensure effective response and recovery capabilities and mitigate economic losses throughout Oregon.

### ***State Emergency Management Agency***

ODEM is the state's emergency management agency. During an emergency, ODEM's mission is to execute the responsibility of the governor to establish, maintain, and implement an emergency services system in the state. This requires ODEM to coordinate with local jurisdictions to develop and maintain city and county emergency operations plans and collaborate with tribal governments to support emergency management planning. ODEM is responsible for coordinating and facilitating response activities of state and local emergency services agencies and organizations. As part of this responsibility, ODEM may delegate coordination responsibilities for specific emergency support functions to primary agencies that will serve as coordinating bodies for their assigned functions.

### ***State Agency Directors***

All directors of executive branch state agencies are responsible for contributing their agencies' resources to state response efforts as requested by the State ECC, within the limits of their legal authorities and available resources. Generally, this includes establishing an AOC during a

response and designating at least one representative to be a liaison to the State ECC during activation.

## Emergency Support Functions

Emergency support functions (ESFs) are the organizing principle behind the state's coordination system to provide emergency assistance. ODEM has established 18 ESFs. Each ESF is composed of one or two primary agencies and multiple supporting agencies. In some cases, the capabilities of the primary agency do not correspond perfectly to the purpose and scope of the ESF, but the addition of supporting agencies provides the necessary breadth of resources and capabilities to conduct the required activity. As coordinators, ESFs provide a supporting role to tribal and local governments that execute and manage emergency responses. For ESFs with more than one primary agency, co-lead agencies will work collaboratively to coordinate ESF activities. In the event there is a dispute between co-lead agencies that cannot be resolved, agencies will notify ODEM which will provide arbitration.

### Primary ESF Agencies

Agencies identified as the primary agency for an ESF are responsible for serving as coordinators and conveners of the supporting and adjunct agencies assigned to the ESF. During steady state, primary ESF agencies are responsible for the following:

- At least every two years, review and update their ESF Annex in coordination with identified ESF support and adjunct agencies and ODEM.
- Develop plans and procedures to address ESF-assigned tasks and share this information with ESF support and adjunct agencies and ODEM.
- Collaborate with ODEM to develop and schedule routine ESF training and exercises.

When the ECC is activated, primary ESF agencies are responsible for the following:

- Serve as a lead for the agencies with responsibility for ESF functions.
- Coordinate the development of joint action plans to address emergency needs.
- Communicate plans and processes through the ECC structure.
- Designate a liaison who has authority during an emergency to allocate resources and assets of the agency, entity or official.

### Support and Adjunct ESF Agencies

Agencies identified as supporting, or adjunct agencies, are organizations or agencies with resources and capabilities to perform functions of the assigned ESF. Supporting agencies will be state agencies and adjunct agencies may be private sector, non-governmental or faith-based organizations. During steady state, support and adjunct agencies are responsible for the following:

- Review and provide feedback to primary ESF agencies to update the ESF Annex.

- Develop plans and procedures to address ESF-assigned tasks and share this information with primary ESF agencies and ODEM.
- Participate in scheduled ESF training and exercises.

When the ECC is activated support and adjunct agencies are responsible for the following:

- Participating with primary ESF agencies to develop joint action plans to address emergency needs.
- Providing updates to ESF primary agencies on planned activities and progress for communication through the ECC structure.
- Designating a liaison who has authority during an emergency to allocate resources and assets of the agency, entity or official.

**Figure 5: Oregon State Emergency Support Functions (ESFs)**

<p><b>ESF 1: Transportation</b>  <u>Lead Agency: Oregon Department of Transportation</u></p> <p>Responsible for the coordination of emergency transportation needs during an emergency, including assessing damage to and restoring and maintaining transportation networks, specifically roads and bridges.</p>
<p><b>ESF 2: Communications</b>  <u>Lead Agencies: Oregon Department of Administrative Services and Oregon Public Utility Commission</u></p> <p>Responsible for the coordination of communications and information technology support during an emergency.</p>
<p><b>ESF 3: Public Works</b>  <u>Lead Agency: Oregon Department of Transportation</u></p> <p>Responsible for the coordination of resources to support emergency public works needs during an emergency.</p>
<p><b>ESF 4: Firefighting</b>  <u>Lead Agencies: Oregon State Fire Marshal and Oregon Department of Forestry</u></p> <p>Responsible for the coordination of firefighting resources to support local governments and fire protection organizations to detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with, an emergency.</p>
<p><b>ESF 5: Information and Planning</b>  <u>Lead Agency: Oregon Department of Emergency Management</u></p> <p>Responsible for compiling, analyzing, and coordinating overall information planning activities for the ECC during an emergency.</p>



**ESF 6: Mass Care**

Lead Agency: Oregon Department of Human Services

Responsible for coordinating the distribution of life-sustaining goods and services, including hydration, feeding, sheltering, reunification, and distribution of emergency supplies.

**ESF 7: Logistics Management and Resource Support**

Lead Agency: Oregon Department of Administrative Services

Responsible for coordinating logistical and resource support during an emergency, as well as providing financial tracking and records management of overall costs of the state's response.

**ESF 8: Health and Medical**

Lead Agency: Oregon Health Authority

Responsible for coordinating plans, procedures, and resources to support health and medical care during an emergency or a developing potential health and medical situation.

**ESF 9: Search and Rescue**

Lead Agency: Oregon Department of Emergency Management

Responsible for coordinating support to local governments and the deployment of resources in both urban and non-urban search and rescue environments during an emergency.

**ESF 10: Hazardous Materials**

Lead Agencies: Oregon Department of Environmental Quality and Oregon State Fire Marshal

Responsible for coordinating with state and federal agencies in response to an actual or potential discharge or release of oil or hazardous materials resulting from a natural, human-caused, or technological disaster and coordinating the appropriate response to other environmental protection issues.

**ESF 11: Agriculture, Animals, and Natural Resources**

Lead Agency: Oregon Department of Agriculture

Responsible for coordinating the state's response to animal and agricultural issues and protection of the state's natural resources in case of an emergency.

**ESF 12: Energy**

Lead Agencies: Oregon Department of Energy and Oregon Public Utility Commission

- Coordinating support to facilitate restoration of damaged emergency systems and components during a potential or actual emergency.
- Managing the state's response to transportation accidents involving radioactive material shipments on Oregon highways and the radioactive materials releases from fixed nuclear facilities (Hanford), commercial nuclear power plants and research reactors.
- Managing the state's response to emergencies involving the severe or long-term shortage or disruption of petroleum products. This includes implementing the statewide fuel allocation program when appropriate.
- Managing the state's response to emergencies involving the transportation, transmission and distribution of Liquefied Natural Gas (LNG).

**ESF 13: Public Safety and Security**Lead Agency: Oregon State Police

Responsible for coordinating plans, procedures, and resources to support public safety and security activities during an emergency.

**ESF 14: Business and Industry**Lead Agency: Oregon Business Development Department

Responsible for coordinating with business and industry to identify actions that will provide immediate and short-term assistance for the needs of business, industry, and economic stabilization. ESF 14 will also identify business and industry resources to support emergency response activities.

**ESF 15: Public Information**Lead Agency: Oregon Department of Emergency Management

Responsible for coordinating public information activities and providing accurate, coordinated, and timely information to affected populations, governments, legislators and media during an emergency.

**ESF 16: Volunteers and Donations**Lead Agency: Oregon Department of Emergency Management

Responsible for the coordination of spontaneous volunteers and unsolicited donations of cash, goods, and services to support tribal and local emergency operations.

**ESF 17: Cyber and Critical Infrastructure Security**Lead Agencies: Oregon Department of Administrative Services and Oregon Department of Justice


Responsible for coordinating plans, procedures and resources to support the state's response to protect cyber and critical infrastructure and key resources threatened by human, natural or technological-caused emergencies.

**ESF 18: Military Support**Lead Agency: Oregon Military Department

Responsible for:

- Coordinating, employing and controlling Oregon National Guard forces and military resources to assist civil authorities with the protection of life and property and to maintain peace, order and public safety.
- Advising on Oregon National Guard capabilities and resources, ongoing mission status, troop numbers, estimated daily costs and legal considerations.
- Coordinating with the active federal military to ensure mutual support during federal disaster relief operations.

Figure 6: Oregon ESFs and Corresponding Organizations

Oregon ESFs and Organizations Effective Date: March 2024	 Key: ● - Primary ○ - Support ◇ - Adjunct																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Logistics Management and Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Agriculture, Animals, and Natural Resources	Energy	Public Safety and Security	Business and Industry	Public Information	Volunteers and Donations	Cyber and Critical Infrastructure Security	Military Support
Administrative Services (DAS)	○	●	○		○	○	●	○				○	○	○	○	○	○	○
Agriculture (ODA)						○		○		●					○	○		
Aviation (ODAV)	○								○						○	○		
Business Development Dept (OBDD)			○							○				●	○	○		
Consumer and Business Services (DCBS)			○					○		○				○	○	○		
Corrections (DOC)	○					○	○	○					○		○	○		
Education (ODE)						○	○	○							○	○		
Emergency Management (ODEM)		○			●	○	○	○	●		○		○	○	○	○	○	○
Employment Department (OED)						○								○	○	○		
Energy (ODOE)	○									○		●			○	○		
Environmental Quality (DEQ)			○			○				○	○				○	○		
Oregon Fire Marshal (OSFM)		○		●					○	○					○	○		
Fish and Wildlife (ODFW)							○	○		○	○	○			○	○		
Forestry (ODF)	○	○		●		○	○	○		○	○	○			○	○		
Geology and Mineral Industry (DOGAMI)			○									○			○	○		
Health Authority (OHA)						○	○	○	●						○	○		
Housing and Community Services (OHCS)															○	○		
Human Services (DHS)						○		○							○	○		
Judicial Department (OJD)													○	○	○	○		
Justice, Dept. of (DOJ)					○								○	○	○	○	○	○
Land Conservation & Development (DLCD)											○			○	○	○		
Marine Board (OSMB)	○		○												○	○		
Military Department (OMD)	○	○	○	○		○	○	○	○			○	○	○	○	○		●
Parks and Recreation Department (OPRD)						○			○					○	○	○		
Public Safety Standards & Training (DPSST)													○	○	○	○		
Public Utility Commission (OPUC)		●										●			○	○		
Secretary of State (SoS)														○	○	○		
State Lands (DSL)	○		○							○	○				○	○		
State Police (OSP)	○	○					○			○			●		○	○	○	
Tourism Commission (Travel Oregon)														○	○	○		
Transportation (ODOT)	●	○	●				○	○	○	○		○			○	○		
Travel Information Council (OTIC)	○						○								○	○		
Veteran's Affairs (ODVA)			○			○									○	○		
Water Resources Department (WRD)											○				○	○		
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18

Oregon ESFs and Organizations Effective Date: <b>March 2024</b>	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Logistics Management and Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Agriculture, Animals, and Natural Resources	Energy	Public Safety and Security	Business and Industry	Public Information	Volunteers and Donations	Cyber and Critical Infrastructure Security	Military Support
American Red Cross (ARC)						◆		◆								◆		
Amateur Radio Services		◆																
Civil Air Patrol (CAP)	◆	◆			◆				◆	◆								
Coast Guard (USCG)	◆								◆									
Department of Homeland Security (USDHS)					◆												◆	
Corps of Engineers (USACE)			◆															
Food Bank, Oregon (OFB)						◆												
National Weather Service (NWS)					◆													
Oregon Emergency Response System (OERS)		◆			◆													
Oregon State University											◆							
Poison Center, Oregon								◆										
State Data Center (SDC)		◆																
State Emergency Communication Commission (SECC)		◆																
Oregon Voluntary Agencies Active in Disasters (ORVOAD)						◆	◆									◆		
Oregon Water-Wastewater Response Network (ORWARN)			◆															

**Tribal, City, or County Executive Officer or Governing Body**

The tribal, city, or county, executive officer or governing body directs the jurisdiction’s response to an emergency. The executive officer or governing body through an ordinance or resolution establishes procedures for and carries out any activity to prevent, minimize, respond to, or recover from an emergency. Responsibilities of the executive officer or governing body include:

- Providing strategic guidance for jurisdictional resources to prevent, mitigate, prepare for, respond to and recover from incidents of all types.
- Authorizing an agency or official to order mandatory evacuations of residents and other individuals when necessary for public safety or to conduct emergency response activities that minimize or mitigate efforts of the emergency.
- Entering into contracts and incurring obligations necessary to mitigate, prepare for, respond to, or recover from an emergency.
- Requesting state or federal assistance because an emergency exceeds the capabilities of jurisdictional and mutual aid resources.

### ***Tribal, City or County Emergency Management Agency***

Each Oregon county shall, and each city or tribal government may, establish an emergency management agency that is responsible to the executive officer or governing body of the local jurisdiction. Each emergency management agency shall have an emergency program manager who is responsible to their executive officer or governing body. During an emergency, the emergency management agency's responsibilities include:

- Implementing its emergency operations plan.
- Establishing an incident command structure for the management of a coordinated response by all local emergency services agencies.
- Establishing an emergency operations facility from which elected and appointed officials can direct emergency response activities.

## **Organization During an Emergency**

### ***Emergency Coordination Center (ECC)***

When activated, the State ECC is organized as depicted in Figure 9 and is intended to coordinate with the federal Emergency Support Functions (ESFs). State, federal and non-governmental agency representatives staffing the State ECC are organized as listed below. Position descriptions and standard operating guidelines are available for each of the ECC positions below.

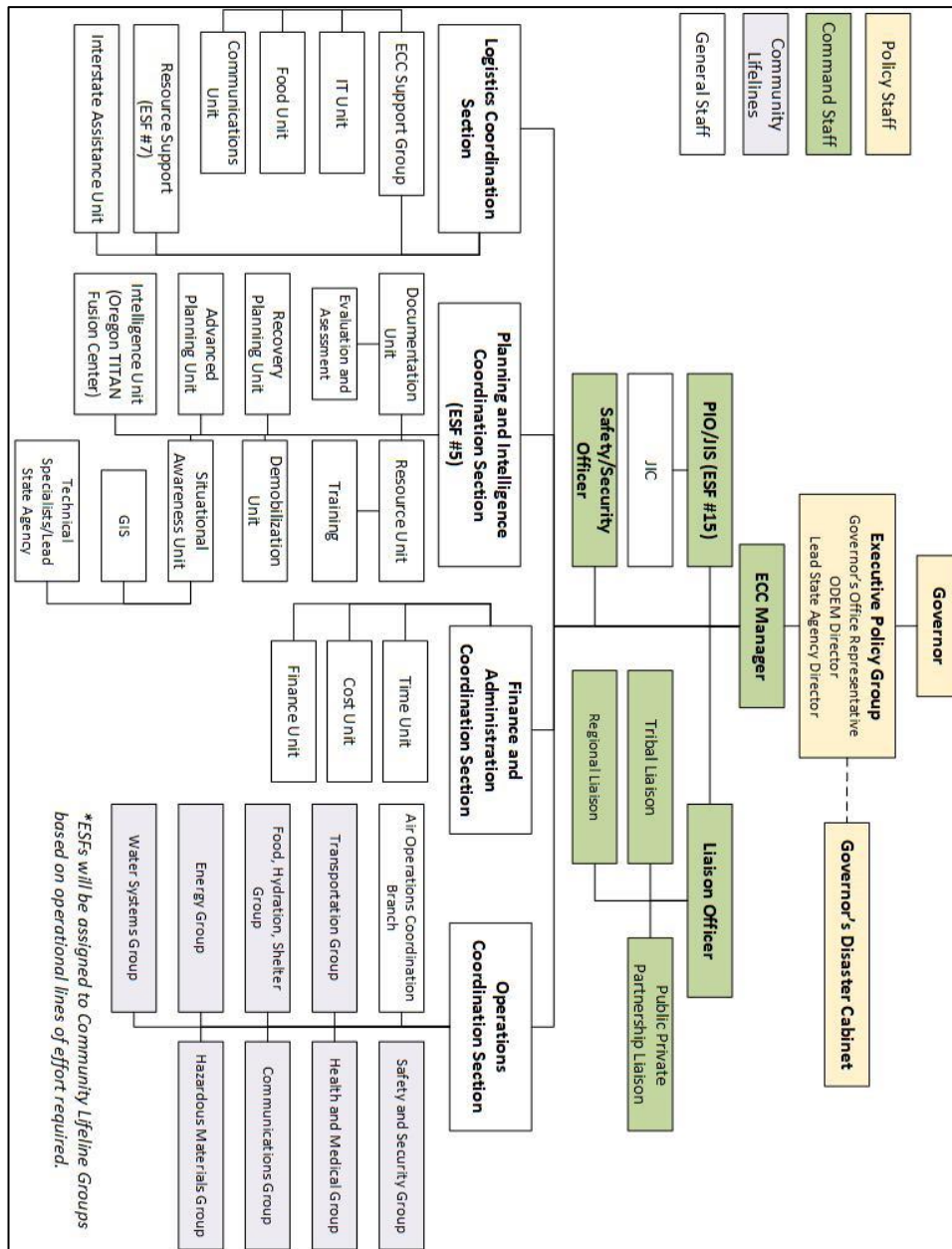


Figure 9: Table of Organization, Oregon State Emergency Coordination Center

**ECC Leadership**

**Executive Policy Group**

Provides direction and leadership during the incident. The Executive Policy Group includes the governor, the ODEM director, and the lead state agency directors or their respective designees. The Executive Policy Group activates and then coordinates with the Governor's Disaster Cabinet and Economic Recovery Council to determine actions and strategies.

**ECC Manager**

Provides direction and control within the ECC and ensures appropriate ESF, state agency and non-governmental representatives are present. The position reports to the Executive Policy Group.

**Liaison Officer**

Serves as a conduit of information and assistance between ECC personnel and organizations that are assisting or cooperating in a response. The Liaison Officer is the point of contact for the ECC for representatives of tribal, local and private-sector organizations. Ensures that appropriate information is shared with cooperating organizations and exchanges communication with ECC personnel. This position reports to the ECC Manager.

**Public Information Officer**

Responsible for coordinating the collection and distribution of accurate and timely incident information to the public, media, legislators, local jurisdictions and cooperating organizations. Monitors public information to ensure accuracy. This position reports to the ECC Manager.

**Safety/Security Officer**

Ensures the safety and welfare of ECC staff by conducting safety inspections and identifying mitigation actions to prevent accidents or injuries, prepares and presents safety briefings, investigates or coordinates the investigation of accidents of ECC staff, provides safety updates to ECC staff during staff meetings, and creates safety messages for the ECC Incident Action Plan. This position reports to the ECC Manager.

**Operations Coordination Section Chief**

Responsible for coordinating state resources to achieve the strategic priorities provided by the Executive Policy Group. The Operations Coordination Section Chief under the direction of the ECC Manager in collaboration with ESFs, identifies operational objectives to support local emergency responders to reduce the immediate hazard, save lives and property, and stabilize and re-establish Community Lifelines. The Operations Coordination Section Chief assigns tribal and local requests for assistance to state agencies. In the absence of available state resources, the Operations Coordination Section Chief collaborates with the Logistics Coordination Section Chief to determine if the needed resource will be rented, leased or purchased by the state; an Emergency Management Assistance Compact (EMAC) or Pacific Northwest Emergency Management Arrangement (PNEMA) mutual aid request will be issued; or a request for federal assistance will be sent to FEMA. The position reports to the ECC Manager.

**Logistics Coordination Section Chief**

Coordinates the procurement of resources requested by tribal and local governments in the absence of other state agencies being able to assist. Provides facilities, services, and



materials in support of the incident. Manages the logistical support to the State ECC. This position reports to the ECC Manager.

### **Planning and Intelligence Coordination Section Chief**

Collects, analyzes, visualizes, and distributes incident information to understand the current situation and predict the probable course of incident events. Coordinates incident planning by utilizing existing deliberate plans to identify and document incident priorities and objectives and performs advanced planning to identify alternative strategies for the incident. Coordinates the collection of initial damage assessment information to inform if the incident qualifies for a federal emergency or major disaster declaration. Coordinates initial recovery planning to assist the ECC transition from response to recovery. Coordinates with the Oregon TITAN Fusion Center to provide incident-specific threat-related intelligence. This position reports to the ECC Manager.

### **Finance and Administration Coordination Section Chief**

Coordinates all financial, administrative and cost analysis aspects of an emergency. Determines potential funding sources for response and recovery efforts. Advises state agencies about the financial aspects of their coordination with federal officials in major disasters. The Finance and Administration Coordination Section Chief may request financial managers be recruited from other agencies, as necessary. This position reports to the ECC Manager.

## ***ECC Organization***

### **Liaisons**

**Tribal Liaison.** Serves as the point of contact for affected tribes during emergencies. Coordinates information sharing between the ECC and tribal governments to identify issues of importance and facilitate requests for assistance. This position reports to the Liaison Officer.

**Public Private Partnership Liaison.** Serves as the point of contact to facilitate cross-sector coordination, collaboration, and integration between business, critical infrastructure, and government partners not aligned under other ESF, and nongovernmental organizations not aligned with ESF 16 with emergency response operations coordinated through the ECC. This position reports to the Liaison Officer.

**Regional Liaison.** Serves as the primary point of contact with affected county jurisdictions. They facilitate requests for assistance, coordinate information sharing, and collect and file important documents (such as declarations and situation reports) related to a specific jurisdiction. This position closely coordinates with the Operations Coordination and Planning and Intelligence Coordination sections. This position reports to the Liaison Officer.



## Operations Coordination Section

**Community Lifeline Groups.** To coordinate the stabilization of Community Lifelines, the ECC will identify LOEs based on incident impacts and identified capability shortfalls (resource requests). LOEs will be assigned to ESFs that will be responsible for coordinating resources to support lifeline stabilization. LOEs will be tracked by Community Lifelines to aid in reporting and to verify when a line of effort can be demobilized.

When one or more LOEs are assigned to an ESF, each ESF agency is responsible for tracking their available and deployed resources. ESF agencies will coordinate with their federal government counterparts when activated. Based on operational needs, ESFs may establish task forces to coordinate tactical activities. Based on operational needs and to maintain the span of control, a group supervisor may be assigned to a Community Lifeline group to coordinate activities amongst the assigned ESFs. Community Lifeline groups will report to the Operations Coordination Section Chief.

**Air Operations Coordination Branch.** When an emergency requires significant aviation resources, an Air Operations Coordination Branch may be established to coordinate state aviation missions. This position reports to the Operations Coordination Section Chief.

## Logistics Coordination Section

**ECC Support Group.** The ECC Support Group provides or orders the resources necessary for the management of the ECC and consists of three units. The ECC Support Group Supervisor reports to the Logistics Coordination Section Chief.

**Communication Unit.** Provides alternate means of communication between the ECC, activated state AOCs and affected jurisdictions. This position reports to the ECC Support Group Supervisor.

**Information Technology Unit.** Maintains the local area network and computer workstations for the ECC. Provides technical assistance as required, including for systems such as the ECC emergency management software. This position reports to the ECC Support Group Supervisor.

**Food Unit.** Oversees the food and hydration needs of personnel assigned to the ECC. Plans menus, orders and serves food, maintains food service areas, and manages food security and safety. This position reports to the ECC Support Group Supervisor.

**Interstate Assistance Unit.** This unit is responsible for submitting requests for assistance to EMAC or PNEMA partners. Negotiates the contract between Oregon and the responding state or province. Tracks and monitors all EMAC and PNEMA assets deployed within Oregon. This position reports to the Logistics Coordination Section Chief.

**Resource Support (ESF #7).** Maintains a list of potential suppliers of emergency resources. Manages the efforts to procure or contract equipment, supplies, or services necessary to meet the needs of an incident. Coordinates with state agencies on the emergency use of state credit cards for purchasing items in support of an emergency. This position reports to the Logistics Coordination Section Chief.

## Planning and Intelligence Coordination Section

**Documentation Unit.** Maintains incident files and data for legal, analytical and historical purposes. Collaborates with ECC Coordination Section Chiefs to prepare the ECC Incident Action Plan (IAP). This position reports to the Planning and Intelligence Coordination Section Chief.

**Evaluation and Assessment.** Maintains a system and process to collect and document lessons learned and best practices identified during an emergency to inform the after-action review. Collaborates with the ECC Coordination Section Chiefs, Operations Group Supervisors, and ESFs to gather information about actions that were planned versus what occurred. This position reports to the Documentation Unit Leader.

**Resource Unit.** Maintains a master list of all personnel assigned to an emergency with anticipated availability. Maintains the ECC Assignment List of personnel assigned to the ECC and ensures there is accurate contact information. Updates the ECC IAP Incident Organization Chart. This position reports to the Planning and Intelligence Coordination Section Chief.

**Training.** Provides an orientation to the ECC for emergency response personnel assigned to the ECC. Collaborates with ECC Section Chiefs to provide just-in-time training to visiting emergency personnel. This position reports to the Resource Unit Leader.

**Situation Unit.** Collects and processes incident information to prepare maps, charts, and graphs to provide up-to-date situational awareness of the incident status and projects and forecasts related to the incident. Maintains incident trackers to document significant events and concerns in the ECC and records briefing notes from ECC meetings. Prepares the ECC Situation Report (SITREP) and Common Operating Picture with the information provided by ECC Coordination Section Chiefs, Operations Group Supervisors and ESFs. This position reports to the Planning and Intelligence Coordination Section Chief.

**GIS Specialists.** Provide timely and accurate spatial information about the emergency. Coordinates the integration of GIS data from local, state, federal, and private sector entities to provide up-to-date situational awareness. This position reports to the Situational Unit Leader.

**Technical Specialists.** This group consists of agency representatives who understand the technical implications of the hazard(s) at hand. State agencies that respond to hazard-specific events may provide technical specialists and planners. This position reports to the Situational Unit Leader.

**Demobilization Unit.** Develops and coordinates the implementation of the ECC demobilization plan with the ECC Coordination Section Chiefs, Operations Group Supervisors and ESFs. Collaborates closely with the Recovery Planning Unit to facilitate the transition of operations from response to recovery. This position reports to the Planning and Intelligence Coordination Section Chief.

**Advanced Planning Unit.** For emergencies that will have an extended ECC response, the Advanced Planning Unit may be established to perform advanced planning that looks ahead 36 hours or more into the future. Planning information produced by this unit may include identifying potential cascading impacts, identifying future resource requirements and availability, assessing potential emergency response strategies, and providing alternatives, or other advanced planning needs. This position reports to the Planning and Intelligence Coordination Section Chief.

**Intelligence Unit (Oregon TITAN Fusion Center).** Identifies potential threats and impacts to communities and response personnel resulting from the emergency. Develops and shares unclassified reports to improve situational awareness and inform planning and operational activities. This position reports to the Planning and Intelligence Coordination Section Chief.

**Recovery Planning Unit.** Serves as the planning interface between response and recovery operations and will initiate recovery planning. Collaborates closely with the Situation Unit to analyze initial damage assessment information from tribal, local, and state governments to inform a recommendation for a joint local-state-federal preliminary damage assessment (PDA). Coordinates with the Demobilization Unit to identify a timeline and actions necessary to transition operations from response to recovery. This position reports to the Planning and Intelligence Coordination Section Chief.

#### **Finance and Administration Coordination Section**

**Time Unit.** Coordinates the collection, recording, and maintenance of time data of response personnel assigned to the emergency. Guides ESF agencies about how to collect, record, and maintain time data to account toward the emergency. Tracks time data associated with the activation and staffing of the ECC. This position reports to the Finance and Administration Coordination Section Chief.

**Cost Unit.** Tracks and analyzes state government emergency response cost data, makes estimates, and recommends cost-saving measures for the emergency. Tracks expenditures from state resources, e.g., Urban Search and Rescue Teams, Regional Response Teams, and other teams that are considered state resources. Coordinates with the Logistics Coordination Section Chief on anticipated and actual costs and resources, commodities, and equipment ordered and received. This position reports to the Finance and Administration Coordination Section Chief.

**Finance Unit.** Coordinates the collection and analyzation of state government expenditure data ensuring that state agencies are reporting their expenditures to the state ECC. Disseminates information to ESF and ECC personnel on financial matters. Coordinates with the Logistics Coordination Section Chief on estimated expenditures for requests for Direct Federal Missions, EMAC and PNEMA requests. Coordinates with recovery personnel for the preparation and submission of the initial request for federal assistance and associated documents for federally declared disasters. This position reports to the Finance and Administration Coordination Section Chief.

## Individual State Agency Roles and Responsibilities

As stated in ORS 401.054, state agencies below shall designate an individual to act as a liaison with the ODEM. The individual designated as the liaison shall have the authority during an emergency to allocate resources and assets of the agency, entity, or official.

Each state agency will develop and maintain agency standard operating guidelines to carry out the agency responsibilities identified in the EOP Base Plan, ESF Annexes, Threat and Hazard-Specific Annexes or Support Annexes. Agency guidelines will assign emergency response duties to all subdivisions and personnel and will provide capability to support the State ECC and State EOP and associated annexes.

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

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

DAS incorporates numerous functions that might be used during emergency management, including:

- Providing centralized contracting and emergency procurement services.
- Providing network services to state agencies, including managing the state data center.
- Providing real estate services, such as facilities lease management and negotiation.
- Coordinating geographic information system (GIS) data in support of the GIS unit when the ECC is activated.
- Administering the statewide emergency notification and alert program (OR-Alert).
- Providing interoperable communications technical assistance to emergency response personnel.
- Maintaining the statewide incident response program for responding to cyber security incidents (through Cyber Security Services).

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

During an emergency, the Department of Agriculture advises the governor on matters pertaining to the safety and conservation of agricultural resources. Oregon Department of Agriculture is responsible:

- 1) To ensure food safety, animal health and provide consumer protection.
- 2) To protect the natural resource base for present and future generations of farmers and ranchers.

- 3) To protect economic development and expand market opportunities for Oregon agricultural products.

ODA coordinates with the State Public Health Officer and works closely with the Oregon Health Authority. Some responsibilities throughout the State EOP include:

- The Animal Health and Identification Division provides veterinary services to control and eradicate animal diseases, especially those transmissible to humans, livestock and birds.
- The Food Safety Division's team inspects and regulates all facets of the food processing and distribution system, except restaurants, to ensure that food is safe for distribution and consumption.
- Laboratory facilities provide analysis for food and dairy samples, animal diseases, animal feeds, shellfish, fertilizer, water, plant pest and disease, pesticides and market assurance analysis. Analyses are also provided for the Food Emergency Response Network (FERN) and the National Animal Health Laboratory Network (NAHLN).
- The Natural Resources Division's response mission is to conserve and protect natural resources on public and private lands.
- Additionally, Oregon Department of Agriculture cooperates with ODEM and tribal and local governments to develop plans for evacuation and sheltering of animals, including companion and service animals.

### ***Aviation, Oregon Department of (ODAV)***

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

- Operating and maintaining 28 airports across the state.
- Operating a grant program for public-use airport resiliency improvements and equipment acquisition.
- Providing statewide aviation planning and a network of industry resources and subject matter experts.

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

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

- Coordinating business impact and damage assessment.
- Coordinating resources for small business recovery assistance.

- Identifying and helping coordinate the assignment of volunteer staff from economic development partners to affected organizations.
- Assisting local economic development organizations or major employers needing immediate assistance for displaced workers and assisting in the identification of short- and long-term employment needs.

### ***Consumer and Business Services, Oregon Department of (DCBS)***

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

- Building Codes Division
  - Enforce the state's building codes.
  - Certifies building officials and inspectors.
- Division of Financial Regulation
  - Supports the stability of the state through regulation of the banking and insurance industry, oversight of financial products, and consumer assistance and advocacy.
  - Coordinates and provides education resources regarding post-disaster financial recovery for both consumers and businesses.
  - Coordinates the availability of financial products with licensees to the greatest extent possible during times of emergency, i.e. mortgage payments, payments on short term debts, etc.
  - Monitors the economic health of state-chartered financial institutions.
  - Coordinates with federal regulators to ensure financial institutions are open and operating normally to the greatest extent possible during a time of emergency.
  - Assists with data collection for conducting initial economic damage assessments.
- Oregon OSHA
  - Coordinates and performs the actions identified within the Worker Safety & Health Support Annex of the National Response Framework or state equivalent.
  - Investigates workplace fatalities, accidents, and safety and health complaints or referrals.
  - Conducts occupational safety and health inspections.
  - Assesses responder safety and health resource needs:
    - OSHA on-site assistance.
    - Incident-specific personal protective equipment protocols.
    - Training, safety, and health monitoring.
  - Provides occupational safety and health technical support to other state and local entities.
  - Acts as Safety Officer as needed for incidents.

### ***Corrections, Oregon Department of (ODOC)***

ODOC's mission is to promote public safety by holding offenders accountable for their actions and reducing the risk of future criminal behavior. ODOC is responsible for the control and custody of adults in custody (AIC) housed in 12 prisons statewide. ODOC provides administrative oversight and funding for two community corrections (Linn and Douglas counties) that manage their own offenders who are subject to jail, parole, post-prison supervision and probation.

In the aftermath of a catastrophic incident causing broad geographical impact, it will be necessary for ODOC to account for staff and AIC presence and welfare. Each institution will continue to operate, or reinstate, secure and orderly operations. Initially, it may be necessary to allocate ODOC resources and request other agency assistance to achieve this objective. Once achieved, available ODOC resources can be reallocated.

- A State of Emergency declaration will enable AIC work crews to be dispatched to needed locations in support of response, prevention or recovery efforts depending on the transportation infrastructure. Typically, the work crew will be transported, equipped and supervised by ODOC personnel for assignments such as:
  - Support mass feeding operations.
  - Mobile showers.
  - Debris mitigation or removal.
  - Wildland firefighting and mop-up.
  - Sandbagging.
- Additionally, ODOC holds a variety of specialized equipment and contracts to support its operations that can be re-directed during an emergency in support of a wide variety of response activities (e.g., potable water transport, power generation or bulk distribution of emergency items).
- In support of other law enforcement agencies, small numbers of ODOC staff are trained in the following functions:
  - AIC/high-risk transport.
  - Public Information Officers.
  - Critical Incident Stress Management.
  - Crisis Negotiations.

### ***Education, Oregon Department of (ODE)***

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



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

### ***Employment, Oregon Department of (OED)***

OED's mission is to support business and promote employment. OED's vision is an Oregon where meaningful work enables the state's diverse people and businesses to realize their full potential, creating prosperity in every community. ODE's core programs are Unemployment Insurance, Workforce Operations (WorkSource Oregon Centers), Workforce and Economic Research, and Paid Leave Oregon. ODE helps Oregon employers and workers maintain quality of life, economic stability, and peace of mind by providing accessible Paid Leave Oregon Insurance.

Key responsibilities for OED include:

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

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

As the designated co-lead for ESF 12, ODOE is responsible for planning, preparedness, response, and recovery from petroleum disruptions (ORS 176) and radiological emergencies (ORS 469). ODOE also leads the state's planning efforts to improve and strengthen energy security and resilience over energy systems against natural disasters and human-caused threats (2021 Federal Infrastructure Investment and Jobs Act - IIJA and 2022 Oregon Senate Bill 1567).

ODOE maintains six duty officers ready to respond to energy emergencies 24/7. ODOE also operates an Agency Operations Center (AOC) in Salem. The AOC serves as the coordination point for ODOE emergency response and recovery activities.

In state-declared emergencies, ODOE leadership and staff respond virtually or in person to the State ECC when activated to support the state's overall response and recovery activities.

ODOE's director participates in the Governor's Disaster Cabinet to guide and advise state leadership on policy issues and concerns involving fuel disruptions, energy security threats and radiological emergencies.

ODOE emergency response staff works with industry partners to assess the severity of fuel disruptions, energy security threats, and radiological emergencies to determine risks to public health and safety and identify solutions to mitigate threats to the energy systems. ODOE emergency staff coordinates with other ESF agencies at the ECC to address interdependencies between critical lifeline services.



ODOE's Public Information Officers (PIOs) develop and disseminate emergency information and protective action instructions to the public and news media on agency response and recovery actions. ODOE PIOs support the state's Joint Information Center (JIC) as needed.

ODOE developed and maintains the Oregon Fuel Action Plan. The plan identifies priority actions the agency would take to direct the state's overall response to petroleum disruptions. This includes establishing scalable procedures for issuing notifications; assessing supply and distribution problems; coordinating with federal, tribal, state, local and private sector partners; issuing fuel conservation measures; securing fuel waivers; issuing public messaging; and allocating emergency fuel supplies.

ODOE developed and maintains the Oregon Columbia Generation Station Nuclear Power Plant/Hanford Emergency Response Plan, Trojan Independent Spent Fuel Storage Installation Plan and the Radioactive Materials Transportation Plan. These plans define ODOE and state agency roles and responsibilities to prepare for, respond to, and recover from radiological emergencies that threaten the health and safety of Oregonians involving incidents at fixed nuclear facilities, research reactors and radioactive materials transported on Oregon highways.

As directed by the federal IIJA and Oregon Senate Bill 1567, ODOE will develop and maintain a statewide Energy Security Plan (ESP) by June 2024. The goal of the ESP is to ensure the state can avoid, prepare for, minimize, adapt to, and recover from planned and unplanned energy disruptions. The ESP will include Oregon's energy profile, an assessment of potential hazards to the electricity network, natural gas systems, and liquid fuels as well as cross-sector interdependencies, proposed strategies to reduce risks, and recommended mitigation strategies to strengthen the state's ability to have reliable, secure and resilient energy infrastructure.

ODOE participates in national, regional, state, local, and industry exercises, tabletop drills, workshops, and other training opportunities to test and validate plans and procedures to ensure program readiness.

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

The Department of Environmental Quality (DEQ) is responsible for protecting and enhancing Oregon's land, air, and water quality, regulating the proper disposal of solid and hazardous wastes, providing expertise in spill response and the cleaning up of contaminated properties, and enforcing Oregon's environmental laws regulating discharges to air, land and water. DEQ acts as the state's On-Scene Coordinator for emergency response to hazardous materials incidents to protect public health and the environment. Some responsibilities include:

- Providing expertise on water, air, and land quality impacts of oil discharges or releases of hazardous materials, and environmental pollution control techniques to support emergency response to protect human health and the environment.
- Providing air and water discharge, and solid waste permits to protect the environment and human health while facilitating disaster response and recovery.

- Serving as a member of the Regional Response Team and Northwest Area Committee to coordinate support of emergency response to hazardous materials releases in the Northwest.
- Assisting with the response and cleanup of hazardous materials incidents through representation in the Incident Command or Unified Command and through leadership of the Environmental Unit if stood up for an incident.
- Utilizing existing regional, local, and geographic response plans and any facility, vessel or other specific contingency plans to support incident-specific planning.
- Developing comprehensive plans and programs for air and water pollution control and the safe disposal of solid and hazardous wastes.
- Coordinating with special teams as needed to support emergency response including the OSFM Hazardous Materials Teams, ODOT Incident Response Teams, USCG and US EPA Incident Management Teams and Strike Teams, local emergency responders and others.
- Supporting the Situation Unit through assessment and documentation of environmental elements of information for incorporation into Common Operating Picture viewers and dashboards.
- Maintaining an Agency Operations Center (AOC) to support incident response and coordinate with the ECC.

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

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

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

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

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

- Devising and using environmentally sound and economically efficient strategies to protect Oregon's timber and other forest values from loss.
- Working in conjunction as a fire protection agency with the United States Forest Service, Bureau of Land Management, Oregon State Fire Marshal, and other agencies as needed.
- As described under ORS 477.005, preserving forests conserving forest resources through the prevention and suppression of forest fires in the state.
- Operating within a complete and coordinated system of federal, state, and local fire jurisdictional partners to meet its primary mission of protecting forest resources, second only to saving lives. Structural protection, though indirect, shall not inhibit the protection of forest resources.
- Through the ODF Fire Mobilization Plan, mobilizing response to emergencies including incident management teams, public information personnel, radio systems, communications trailers, kitchens, shower units and other support services.
- Supporting at least three Type 1 all-hazard incident management teams staffed with ODF and other state employees plus one Fire Service liaison and for each team.
- Operating the Salem Coordination Center, responsible for coordinating the distribution of ODF, out-of-state, and national assets. Area headquarters located throughout the state direct localized response activities and coordinate local resource availability.

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

DOGAMI's mission is to provide earth science information and regulation to make Oregon safe and prosperous. Some responsibilities throughout the State EOP include:

- Studying and mapping geologic hazards, informing governments and the public about the hazards, and actively working to reduce future loss of life and property.
- Mapping, monitoring, and collecting data regarding natural hazards related to earthquakes, landslides, volcanos, floods, coastal changes, tsunamis and climate change. This information is provided to governments and the public to inform mitigation, response, and recovery both before and following natural disasters.
- Participating as subject matter experts in the field of geologic hazards in post-disaster activities coordinated by ODEM, including participation in any Joint Information Centers or Joint Information Systems established by the ECC.
- Participating in any post-disaster data collection efforts coordinated by ODEM and the ECC to the maximum extent practical.
- DOGAMI staff involved in the regulation of natural resource extraction activities will participate with the ODEM Public Private Partnerships staff in coordinating with companies potentially impacted by the natural disaster.

## ***Health Authority, Oregon (OHA)***

OHA can support emergency response through the regular duties and programs described in the [Oregon Revised Statutes Volume 12: Public Health – Chapters 431-454](#).

OHA is the lead agency for emergency support function #8: Health and Medical. It is a supporting agency for other emergency support functions, including mass care; resource support; hazardous materials; agriculture, animals and natural resources; and energy.

OHA is the lead coordinating agency for Federal entities under the Department of Health and Human Services, including the Centers for Disease Control and Prevention (CDC) and the Administration for Strategic Preparedness and Response (ASPR).

Some specific emergency preparedness and response roles for OHA are described in ORS 431.133 as:

- Develop, exercise, improve, and maintain public health preparedness and response plans if either a natural or man-made disaster or an emergency occurs.
- Communicate and coordinate with health care providers, emergency service providers, and other agencies and organizations that respond to disasters and emergencies.
- Activate emergency public health response personnel during a disaster or emergency, and recognize if public health has a primary, secondary or ancillary role in response activities.
- Use communications systems effectively and efficiently during a disaster or emergency.
- Maintain and execute a plan providing for the continuity of operations of OHA during a disaster or emergency, including a plan for accessing resources necessary to recover from or respond to a disaster or emergency.
- Issue and enforce emergency health orders.
- Be notified of and respond to potential disasters and emergencies.
- Collaborate with the State ECC and other ESF lead agencies to address the needs of historically marginalized and underserved communities during a disaster or emergency.

Key functions are described in various Oregon Revised Statutes and Oregon Administrative Rules, including:

- ORS 401: Emergency Management and Services.
- ORS 431: State and Local Administration and Enforcement of Health Laws.
- ORS 433: Disease and Condition Control; Mass Gatherings; Indoor Air.

The Oregon Administrative Rules, in Chapter 333, Public Health Division, address key roles such as:

- Authority of the Public Health Director During a Public Health Emergency.
- Diagnostic and Treatment Protocols.
- Access to Individually Identifiable Health Information.
- Civil Penalties.
- Temporary Restriction of Movement.
- Health Care Provider Registry.
- Designation of Emergency Health Care Centers.
- Public Health Emergency Plans.
- Waiver of Rules Applicable to Acute Care Health Care Facilities, Outpatient Renal Dialysis, Hospice, Home Health, Emergency Medical Services and Hemodialysis Due to Federal 1135 waivers.

Much of the work is coordinated or led by the Health Security, Preparedness and Response (HSPR) Program within OHA's Public Health Division.

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

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

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

- Providing financial and program support to create and preserve opportunities for quality affordable housing and supportive services for moderate, low and very low-income Oregonians.
- Promoting the development of resilient affordable housing stock.
- Maintaining situational awareness of post-disaster housing needs.
- Coordinating and collaborating housing recovery efforts with mass care operations.
- Leading the Oregon Disaster Housing Task Force.

### ***Human Services, Oregon Department of (ODHS)***

ODHS is the principal human services agency for the state, including services for those Oregonians who are least able to help themselves. ODHS provides services for low-income Oregonians, seniors, persons with disabilities and other populations with special needs. ODHS is Oregon's principal agency for helping Oregonians achieve well-being and independence. ODHS provides direct services to more than 1 million Oregonians each year. These services are a key safety net for people in diverse communities across Oregon. The people ODHS supports are among those most adversely impacted by emergencies: low-income Oregonians, older adults, persons with disabilities, families in crisis, and more.

ODHS will designate a State Mass Care Coordinator who is responsible for coordinating ESF 6 - Mass Care services in support of jurisdictions when local capacity is exceeded. ODHS collaborates with organizations across the state to assist the public during emergencies. When an emergency happens, ODHS coordinates help for people to find food and shelter, and to meet other basic needs. To ensure that ODHS is prepared to serve the public it supports throughout the state before, during, and after emergencies, continuity of operations planning to build resilience and establish preparedness is a focus for the department. ODHS maintains a continuity of operations unit to support ODHS programs to quickly recover to ensure people maintain their critical social services during emergencies and help provide stabilizing services for affected people.

When an emergency is anticipated or occurs and at the request of a tribal or local emergency manager, ODHS may provide direct support to local EOCs during their activation. ODHS retains a Joint Department Operations Center, a staff duty officer program, and a network of mass care warehouses to support and coordinate mass care services during an incident. ODHS maintains a statewide 211 contract and collaborates with the State ECC, tribal governments, and local jurisdictions to support the sharing of public information. ODHS conducts assessments and stabilizes nursing homes, assisted living, adult foster care, and other types of ODHS-regulated and licensed facilities.

When a federal declaration includes Individual Assistance, FEMA works directly with individual households in affected communities. Federal support must be well coordinated with state and local efforts and existing human services. To that end, the State Coordinating Officer (SCO) will designate a State Individual Assistance Officer (SIAO) to ensure an equitable whole community approach that leverages all resources with no duplication of benefits and thorough documentation. The SCO may ask ODHS, the lead agency for ESF6 that includes shelter, emergency assistance, and disaster case management, to provide the SIAO.

As the state's lead agency for warming, cooling, and cleaner air shelters, ODHS provides technical expertise, equipment, staff assistance, training, and general assistance to public and private organizations that typically operate such centers.

### ***Judicial Department, Oregon (OJD)***

Oregon state courts include the Oregon Supreme Court, Oregon Court of Appeals, Oregon Tax Court, and 36 circuit courts in 27 judicial districts. These state courts are part of the Oregon

Judicial Department, the judicial branch of the Oregon government. The Chief Justice of the Oregon Supreme Court is the administrative head of the Oregon Judicial Department, which is a statewide, unified court system with almost 200 judges.

- Under ORS 1.177, and at the direction of the Chief Justice, the Oregon Judicial Department (OJD) Marshal's Office manages personal and physical security, emergency preparedness, and business continuity for the Oregon Judiciary, including related equipment. These programs are in direct support of the OJD mission to provide fair and accessible justice services that protect the rights of individuals, preserve community welfare and inspire public confidence. Judicial marshals of the Marshal's Office are peace officers whose duties are established by the Chief Justice.

Key responsibilities for OJD include:

- Serving on the OERS Council and attending the Governor's Disaster Cabinet as representatives of the judicial branch of government.
- Acting as a supporting agency for ESF13, Safety and Security. OJD has close partnerships with sheriff's offices, county governments, district attorneys, and county clerks, as they often have shared locations in courthouses throughout Oregon.
- During a widespread or catastrophic disaster, OJD would establish the judicial system, seeking to maintain continuity of government, and would support the court system with a focus on essential functions for each court on priority laws such as arraignments, custody hearings and protection orders.

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

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

- Facilitating operation of the Oregon TITAN Fusion Center.
- Developing and maintaining a liaison between local, state, and federal law enforcement agencies in Oregon, assisting them in the investigation and suppression of organized criminal activity and encouraging cooperation among those agencies.
- Conducting comprehensive factual studies of organized criminal activity in Oregon, outlining existing state and local policies and procedures concerning organized crime and formulating and proposing such changes in those policies and procedures as the department may deem appropriate.

- The Crime Victim and Survivor Services Division of the DOJ can assist district attorney office victim assistance programs in coordinating advocates to respond to mass casualty events. The division is also responsible for assisting victims in accessing emergency Crime Victims' Compensation and ensuring that victims' rights notification takes place and that victims' rights are honored. The division works in collaboration with local victim assistance programs and non-profit domestic and sexual violence service providers, the FBI Victim Assistance, the Red Cross, ODHS Behavioral Health staff and the National Organization for Victims' Assistance (NOVA).

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

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

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

### ***Marine Board, Oregon State (OSMB)***

The Oregon State Marine Board is the state's recreational boating agency. The agency's mission is to serve Oregon's recreational boating public through education, enforcement, access, and environmental stewardship for a safe and enjoyable experience. Key responsibilities for the Oregon State Marine Board include:

- Facilitating communication with local marine patrols for incidents involving waterway search, rescue and potential recovery operations. The agency contracts with 32 county sheriff's offices and the Oregon State Police to enforce marine laws and protect life and property, providing boat platforms, equipment, and training to statewide marine patrol units.
- Supporting facility providers with business impact and damage assessments of boating access sites or waterway obstructions.
- Coordinating communications as requested during activation for response and recovery operations.

### ***Military Department, Oregon (OMD)***

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



- Activating and operating the Oregon National Guard Joint Operations Center.
- Providing support to civil authorities consistent with designated mission and capabilities.
- Directing the use of state military resources.

### ***Parks and Recreation Department, Oregon (OPRD)***

Oregon Parks and Recreation Department (OPRD) provides and protects outstanding natural, scenic, cultural, historic, and recreational sites for the enjoyment and education of present and future generations. OPRD maintains more than 250 properties statewide on more than 113,000 acres as well as the Ocean Shore State Recreation Area. Facilities include developed campgrounds, day-use areas and boat launches. OPRD is a supporting agency for OERS during state emergencies for ESFs 6, 9, 11, 13 and 15.

Some of OPRD's main components:

- OPRD staff includes commissioned officers (Park Rangers) tasked with enforcing Oregon Administrative Rules (OARs) for Division 10 and 15 on State Park lands, as well as Division 21 rules for Ocean Shores. Oregon Park Rangers issue citations, exclusions, and orders to leave for OAR violations on park properties to protect natural resources and ensure public safety.
- Ocean Shore Program: Public access to Oregon's 362-mile-long coastline was established by the 1967 Beach Bill. The Ocean Shore is administered by OPRD as a State Recreation Area. OPRD regulates ocean shore activities as outlined in Oregon Administrative Rules including ocean shore alterations, vehicle use, camping and recreational activities. In addition to administering a permit program for Ocean Shore alterations, OPRD reviews application permits for special events, commercial filming and scientific research.
- Oregon Heritage Program: The Oregon Heritage Program includes the State Historic Preservation Office (SHPO), which administers the National Historic Preservation Program at the State level, maintains the statewide GIS database of historic and cultural sites, and consults with tribal, federal, and state agencies during project development. SHPO has a primary role in SRF 7 Natural and Cultural Resources.

During an emergency, OPRD can assist with:

- Providing Public Information Officers (PIOs) to assist at the Joint Information Center (JIC).
- Providing an Emergency Manager to serve as the State Parks Liaison to Incident Command.
- ESF 6: Larger parks may be used as a short-term staging area for evacuees or multi-agency basecamps, subject to availability and approval from the region director.

- SHPO staff can provide consultation for impacts to cultural, historic or archaeological resources.

### ***Public Safety Standards and Training, Oregon Department of (DPPST)***

Department of Public Safety Standards and Training (DPSST) certifies and licenses police officers, corrections officers, parole and probation officers, regulatory specialists (Oregon Liquor and Cannabis Commission), telecommunicators (9-1-1), emergency medical dispatchers, criminal justice instructors, private security providers, private investigators, fire service professionals and polygraph examiners in the state. The agency is also responsible for determining candidates' eligibility to run for the office of sheriff, authorizing federal officers to make arrests pursuant to ORS 133.245, and providing staffing for the Public Safety Memorial Fund and Governor's Commission for the Law Enforcement Medal of Honor. The DPSST works in consultation with public and private safety agencies around the state by providing basic, leadership, and specialized training at the 237-acre Oregon Public Safety Academy in Salem and regionally throughout the state. The DPSST strives to provide the resources public safety providers and public safety agencies need to maintain the highest skills and provide excellent service to Oregon's communities and individuals.

The agency is governed by a 26-member Board on Public Safety Standards and Training that is responsible for establishing the training and certification standards required to be met and maintained by 43,000 public safety providers throughout the state. Some responsibilities throughout the State EOP include:

- Providing room to park mobilization equipment and vehicles.
- Making wildland fire cache and equipment available for deployment.
- Offering training grounds, classrooms, and a large conference hall available for training and briefing emergency responders, public safety personnel, and federal, state and local partners.
- DPSST Private Security section monitors, trains, and certifies all private security companies and staff in the State of Oregon.
- DPSST has and would be a staging area for out-of-state partners for large events around the state.

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

OPUC is responsible for rate regulation of Oregon's investor-owned electric utilities, natural gas utilities, telephone service providers (landline only), as well as select water companies. OPUC enforces electric and natural gas safety standards and handles utility-related dispute resolution on behalf of Oregon residents. In the event of an emergency, OPUC is part of the Oregon Emergency Response System to coordinate and manage state resources. Some responsibilities throughout the State EOP include:

- Operating an Agency Operations Center (AOC) in Salem. The AOC serves as the statewide coordination point for OPUC emergency response activities. OPUC provides a liaison to the State ECC when activated. OPUC maintains four 24/7 duty officers. OPUC serves as a primary liaison between state, federal, and local emergency response organizations and communications, electric and natural gas service providers in Oregon.
- Ensuring that communication and energy utility providers have adequate emergency preparedness plans in place.
- Being responsible for planning, preparedness, response and recovery for communication, electric and natural gas infrastructure disruptions.
- Coordinating with communication and energy utility providers to evaluate capabilities, limiting factors and asset needs to address service outages.
- Facilitating the coordinated recovery of communication and energy utility systems and applications from cyber-attacks.
- Assisting in the coordination of transfer of utility personnel and resources from outside a disaster-affected area with existing Mutual Aid Agreements (MAAs), as needed.
- Communicating and coordinating with interstate partners to address the ingress and egress of utility providers amongst neighboring states.
- Communicating and coordinating with federal partners and neighboring states to maintain situational awareness when a utility incident impairs interstate services.

### ***Secretary of State Office, Oregon (SOS)***

The Oregon Secretary of State Office is comprised of several divisions, including the Archives Division, Audits Division, the Office of Small Business Assistance, the Human Resources Division, the Executive Office and two additional divisions detailed below.

The Elections Division is responsible for supervising all elections, local and statewide.

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

- Maintaining a statewide database of registered businesses.
- Providing technical assistance to support small businesses during response and recovery.
- Ensuring adequate security measures are implemented to protect the state against cyber-attacks against elections infrastructure and corporate division.

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

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

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

### ***State Police, Oregon (OSP)***

The Oregon State Police is empowered to enforce all Oregon statutes without limitation by county or other political subdivision. During emergency incidents, however, law enforcement within the affected area remains the responsibility of local authorities along established jurisdictional boundaries, unless state assistance is requested or required by statute.

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

- Oregon Emergency Response System (OERS): OERS is the 24-hour primary point of contact by which any public agency provides the state notification of an emergency or disaster or requests additional resources. *This functionality will be transitioning to ODEM in 2024.*
- Criminal Justice Information Systems (CJIS): Law Enforcement Data Systems (LEDS). CJIS/LEDS is the focal point and "control agency" for access by law enforcement and criminal justice agencies in Oregon to the online information in the Federal Bureau of Investigations (FBI) National Crime Information Center (NCIC). Since CJIS/LEDS computer terminals are located statewide in all law enforcement agencies and most public safety agencies, the system is used to relay critical public safety information both day-to-day and during disasters.
- Medical Examiner Division: The purpose of the Medical Examiner Division is to provide direction and support to the state death investigation program. The Medical Examiner manages all aspects of the state medical examiner program and has responsibility for the technical supervision of county offices in each of the state's 36 counties. The main activity of the division is to certify the cause and manner of a death requiring investigation within the authority of ORS Chapter 146.

### ***State Fire Marshal, Oregon Department of (OSFM)***

OSFM is charged with protecting individuals, their property, and the environment from fire and hazardous materials. Some responsibilities throughout the State EOP include.

- Managing the response to hazardous material incidents presenting life safety threats.
- Overseeing the training, equipment, and response activities of the state's 12 Regional Hazardous Materials (HAZMAT) Emergency Response Teams.
- Directing the maintenance and use of the statewide FireNET microwave relay radio system.
- Managing hazardous materials response planning and preparedness activities. OSFM is responsible for the duties of the State Emergency Response Commission under the Superfund Amendments and Reauthorization Act (SARA) Title III and Oregon statute. OSFM coordinates and oversees local emergency planning committees throughout Oregon.
- Ensuring that parties responsible for hazardous materials incidents are billed for the cost of mitigation and that the contracted teams are compensated for the allowable expenses.
- Managing and coordinating Oregon's firefighting activities by mobilizing state, federal, and local firefighting agencies at the request of local authorities having jurisdiction.
- As described in the State Fire Service Mobilization Plan, coordinating and directing the activities of all structural firefighting resources of the state through the organization of state and county fire defense boards and their respective mutual aid agreements.
- Planning and implementing response by structural firefighting forces called up by the governor under the Conflagration Act (ORS 476.510 to 476-610) or ORS 401.930 Structural Collapse.
- Overseeing three all-hazard Incident Management Teams.
- Coordinating and directing the training, equipment, and use of the state's structural collapse resources.
- Maintaining a registry of individuals certified to perform safety evaluations after earthquakes, windstorms and flooding events.

### ***Tourism Commission, Oregon (Travel Oregon)***

The Oregon Tourism Commission, dba Travel Oregon, is the state's tourism office. Most of the agency's funding is derived from the state's transient lodging tax. Travel Oregon's programs include:

- Marketing and sales: Driving demand for travel and optimizing the economic impact of tourism to the state's economy.
- Destination development: Supporting local communities across Oregon to reach their full tourism potential, through programs and direct investments.
- Sustainable travel: Improving the way visitors experience the state in smart and sustainable ways, enhancing and protecting the state's assets.

During an emergency, the Oregon Tourism Commission may be able to assist by:

- Leveraging the commission's social media and communication channels and partnerships to distribute information to the public.
- Collecting information about impacts to the tourism industry to identify resource needs for stabilization and recovery.

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

The role of ODOT is to provide a safe, efficient transportation system that supports economic opportunity and livable communities for Oregonians. ODOT develops programs related to Oregon's system of highways, roads, and bridges; railways; public transportation services; transportation safety programs; driver and vehicle licensing; and motor carrier regulation. As the designated road authority for state highways (including interstates), ODOT, in addition to the governor, is authorized by ORS 810.030 to close state highways and re-route traffic. Oregon State Police and local law enforcement agencies assist with this activity. ODOT provides barricades and personnel to implement a closure or detour.

ODOT Commerce and Compliance Division and the Driver and Motor Vehicle Services Division provide information about drivers, motor carriers, and vehicles to law enforcement through CJIS/LEDS.

ODOT preparedness, response, and business continuity activities are described in the ODOT Emergency Operations Plan. ODOT also maintains Oregon's Strategic Highway Network Plan, as an annex to the EOP, which contains coordination procedures for supporting military deployments while managing civilian traffic during national security emergencies.

- ODOT maintains the state radio system allowing direct communications with ODOT personnel in the field. The ODOT radio network is accessible from the OERS notification center and the Northwest Transportation Operations Center in Salem.
- The Delivery & Operations Division is responsible for maintaining Oregon's highways, bridges and other infrastructure. Since many of the operations' personnel and equipment are permanently assigned to all areas of the state, they comprise an invaluable source of authoritative information on local conditions. ODOT personnel, including retirees, provide essential assistance to the state in emergencies where public infrastructure is affected.

- ODOT provides receipt, storage, and staging support for and transportation of the Strategic National Stockpile when deployed in the state.
- ODOT operates an AOC in Salem and five Regional Emergency Operations Centers throughout the state. The AOC serves as the agency-wide coordination point for ODOT emergency response activities. Its duties also include coordinating ODOT activities needed under the Federal Highway Administration’s Emergency Relief Program.
- The function of each Regional Operations Center is to control and direct ODOT activities within the region. The Regional Operations Centers’ locations are:
  - Region 1 in Portland
  - Region 2 in Salem
  - Region 3 in Roseburg
  - Region 4 in Bend
  - Region 5 in La Grande

### ***Travel Information Council, Oregon (TIC)***

The Travel Information Council’s largest program consists of operating and maintaining 25 rest areas throughout Oregon. Rest areas are staffed during the day, seven days a week and are visited by more than 15 million people per year.

During an emergency, the Travel Information Council may be able to assist by:

- Allowing first responders to use its rest areas as a staging ground.
- Participating in providing its visiting travelers important communications throughout relevant rest areas.

### ***Veterans’ Affairs, Oregon Department of (ODVA)***

The Oregon Department of Veterans’ Affairs works in partnership with local, state, and federal governments and community partners to deliver services, resources, and benefits that meet the needs of today’s diverse veteran community. ODVA’s core programs are:

- Strategic Partnerships: Through partnerships with county, tribal, state, federal, and community partners, the division helps to ensure veterans and their eligible dependents have access to their earned benefits. The division administers funding to counties, tribes, and national service organizations in support of veteran services, including Veteran Service Officers. The division is responsible for several grant programs including the Highly Rural Transportation Grant, the Rural Veteran Healthcare Transportation Grant, the Veteran Services Grant, the Campus Veteran Resource Center Grant, the Veterans Educational Bridge Grant, and grants to help prevent veteran suicide. The division also contains the Veteran Education team, consisting of the State Approving Agency team, and the Campus Veteran Coordinator.



- Appeals & Special Advocacy: Responsible for providing advocacy and delivering core veteran benefits to veterans, their dependents, and their survivors. The program provides benefits counseling, claims, and appellate representation, as well as training and certification for tribal and county Veteran Services Offices to assist veterans and their families. It also provides special advocacy for traditionally underserved veterans including women, LGBTQ+ and unhoused veterans.
- Aging Veteran Services: Provides oversight of the two Oregon Veterans' Homes and programs providing direct services to aging and vulnerable veterans. Claims assistance and advocacy focus on the needs of aging veterans. The Conservatorship program serves as a court-appointed conservator to protect and manage veterans' financial assets. Representative Payee services ensure the timely payments of recurring expenses on behalf of vulnerable veterans to ensure their basic living needs are met. Specialized volunteer and outreach advocates conduct local outreach to aging veterans to educate and connect veterans to benefits.
- Oregon Veterans' Homes: Provide veterans, spouses, and Gold Star parents access to high-quality skilled nursing care at affordable rates as a state and federal benefit. Residents receive 24-hour, long-term skilled nursing, memory-related care and rehabilitative care by nursing staff whose skills and understanding meet the unique and special needs of veterans. ODVA operates two Veterans' Homes in Oregon, located in The Dalles and Lebanon.
- Home Loan Program: Provides low-interest rate mortgages on single-family, owner-occupied homes to eligible and qualified Oregon veterans. Oregon is one of five states that offers a state veteran home loan using federal Qualified Veteran Mortgage Bonds.

During an emergency, the Oregon Department of Veterans' Affairs may be able to assist by:

- Coordinating resources of veterans' service providers to address the immediate needs of veterans.

### ***Water Resources Department (OWRD)***

The Water Resources Department manages Oregon's water resources to sustain the economy, quality of life and natural heritage. By law, all surface and groundwater in Oregon is public. OWRD issues water rights for the use of water. OWRD monitors water levels at hundreds of stream and reservoir gages, as well as through groundwater observation wells statewide; studies groundwater aquifers; and helps Oregonians plan for current and future water needs.

The dam safety program reviews and approves the construction, rehabilitation, or modification designs of dams that exceed the height and storage capacity defined by statute. The department reviews dam removal plans and requires emergency action plans for dams of a certain size. The agency carries certain authorities during an emergency at a state-regulated dam. The agency licenses well drillers and enforces the proper construction, repair, and abandonment of geotechnical holes, water wells, and monitoring wells, with few exceptions.



Following a governor's drought declaration, OWRD may exercise certain emergency water rights or water conservation authorities. The agency also offers some funding assistance programs, such as the Well Repair, Replacement, and Abandonment Fund that can provide funding to address domestic wells affected by drought, wildfire or other impacts.

## Non-Governmental Organizations

Agencies respond as required by the situation or a governor's executive order. In addition, the following non-governmental organizations may be critical partners in response.

### American Red Cross (Red Cross)

Within the state, the American Red Cross has two regions that provide programs and services for Oregon Counties. American Red Cross has mass care capabilities that can be scaled up or down based on the need. If regional capabilities are exceeded, divisional and national resources are utilized. At the local level, Red Cross regions maintain relationships with local emergency management and coordinate responses with city, county, tribal, and jurisdictional governments.

The Red Cross will provide a liaison for the State ECC when requested to keep communication flowing between the Red Cross disaster relief operation, state agencies, and local efforts active in response. Red Cross response and recovery support commonly includes damage assessment, sheltering, feeding, health services, mental health services, spiritual care services, reunification, distribution of emergency supplies, and in recovery: information, referrals, and casework for those who have been affected following a disaster. Red Cross may also be asked to assist Oregon Volunteer Organizations Active in Disaster (VOAD) by providing additional liaisons for ESF 16- Volunteers and Donations

- See ESF 6 – Mass Care for additional information.

### Amateur Radio Services

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

- See ESF 2 – Communications for additional information.

### Civil Air Patrol (CAP)

CAP is a volunteer organization and is a component of the United States Air Force as its official auxiliary. CAP equips and staffs, as requested, a communications position for the ECC. CAP directly supports agencies by providing such services as airborne imagery collection, airborne search,

airborne disaster assessment, airborne manual radio relay, airborne support of agency radio repeaters, airborne and ground Electronic Locator Transmitter (ELT) tracking, transportation of officials and critical supplies/equipment, and assistance in a variety of ground operations including personnel support for Points of Distribution, evacuation centers, and emergency shelters. CAP maintains an extensive communications network consisting of very high frequency (VHF) repeaters, base, mobile, and handheld VHF radios; and base, mobile, and transportable high-frequency automatic link establishment radios. CAP's VHF radios are all equipped to operate in an encrypted mode as needed, as well as programmed for all VHF interoperability channels.

### **Oregon Voluntary Organizations Active in Disaster (ORVOAD)**

Consisting of voluntary organizations with disaster relief roles, ORVOAD, in partnership with the state and local governments, assists in post-disaster clean-up; shelter and mass care; food and water; transportation; child and animal care; disaster welfare inquiry; counseling; building repair; warehousing and disbursement of donations, such as clothing, building materials, and money; and the provision and management of volunteers. ORVOAD may send a liaison to the State ECC, if requested by the ECC Manager, to staff ESF 16 - Volunteers and Donations.

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

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

## **Information Collection, Analysis and Distribution**

During an ECC activation, the State ECC coordinates the collection, analysis, and distribution of state agency and department information related to an emergency to provide a common operating picture. To develop and maintain a common operating picture, the ECC Manager will require the preparation of routine reports and briefing materials that document details about ESF resources committed to the emergency; the status of Community Lifelines; and activities planned and achieved to stabilize or reestablish Community Lifelines during each operational period. All ESFs, nongovernmental organizations and private sector entities will provide incident information to ESF 5 based on the reporting period established by the ECC Manager. Affected counties and tribes will be requested to provide information coordinated through the Regional Liaisons.

As part of its steady-state responsibilities for ESF 5, ODEM collaborates with OERS Council representatives to identify the critical information requirements and essential elements of information each ESF will provide when the ECC is activated.

### **Status of Community Lifelines**

When the ECC is activated, ESFs in collaboration with ESF 5 will evaluate and document the status of each subcomponent to determine the overall condition of impacted Community Lifelines. Private-Public-Partnerships Liaison and the Regional Liaisons will also be engaged to gather information from private-sector organizations and local jurisdictions. The status of Community Lifelines, their components, and subcomponents will be compiled into a leadership brief that will be distributed by ESF 5.

### **Information Distribution**

The ECC Manager is responsible for establishing the reporting period during ECC activations. For each operational period, ESF 5 will distribute planning products (e.g., IAP, Situation Reports, or Community Lifeline Leadership briefs) via email to recipients specified by the ECC Manager. ESF-5 will coordinate aspects of GIS data, tools, and mapping applications that will display the extent of the event and distribute that appropriately to response partners for situational awareness.

### **Geographic Information System (GIS) Products**

Within the planning section, the GIS unit will create relevant GIS products to inform the State ECC and response partners of impacts due to the event. This will include extracts of data, groups for sharing content, printed maps, online mapping applications and data collection solutions. Response partner products are provided via standard distribution from the section as necessary for situational awareness. Additionally, standard daily-maintained applications include already existing products such as the Real-time Assessment and Planning Tool for Oregon (RAPTOR) and additional public-facing mapping products shared on the [ODEM GIS hub site](#).

### **Coordination with the Oregon TITAN Fusion Center**

The Oregon TITAN Fusion Center is located within the Oregon Department of Justice. During an ECC Activation, the Oregon TITAN Fusion Center will share incident-specific unclassified intelligence products for ESF 5 to share. See the ESF 5 Annex for additional details.

## Communications and Coordination

### *Public Alert and Warning*

#### **OR-Alert**

The Oregon Department of Administrative Services maintains the emergency alert notification system, OR-Alert. This system provides access to FEMA's Integrated Alerts and Warnings System (IPAWS). Messages sent out through OR-Alert can be distributed through multiple channels, including text, landline, cellular phones and social media. It is the primary responsibility of tribal or local governments to issue emergency alerts to their communities when an emergency is imminent or has occurred. In situations when tribal or local governments are unable to send out a notification, requests may be made through OERS for ODEM to send an alert.

#### **Emergency Alert System and Wireless Emergency Alerts**

ODEM can send Emergency Alert System (TV and radio) messages and Wireless Emergency Alerts (cell phone) through its backup system if OR-Alert is not functioning.

### *Emergency Communications Systems*

The State ECC is equipped with multiple redundant communications networks that may be deployed when an emergency occurs. When primary communications systems (e.g., cellular or landline communications) fail, the following emergency communications systems may be utilized:

- Fixed and mobile satellite phones.
- Cybersecurity and Infrastructure Security Agency (CISA) Shared Resources (SHARES) High-Frequency Radio Program.
- Amateur Radio.
- FEMA National Radio System (FNARS) for State-to-FEMA and State-to-State radio communications.
- National Warning System (NAWAS) County-to-County, State-to-County, State-to-Federal wireline communications.

### *Emergency Public Information*

During an emergency, ODEM and the Governor's Office will determine the Lead Public Information Officer (PIO) Agency based on which state agency most closely aligns with the emergency. The Lead PIO Agency for an emergency will designate a Lead Agency PIO who serves as the primary spokesperson and is the main conduit for information to the media and the public. The Lead Agency PIO also coordinates information from state agencies involved and shares approved messaging.

ODEM and the Governor's Office will determine the need to establish an ECC Joint Information Center (JIC) or Joint Information System (JIS) and notify key partners. When activated, the ECC JIC serves as the centralized location for coordinating state-level public information activity with the Governor's Office and other applicable response organizations. The JIC can provide the media and public with a summary of the disaster situation and response activities the state is undertaking in conjunction with tribal, federal, local and private sector organizations. ODEM and the Governor's Office may activate the JIC in the event of a large-scale emergency that requires the coordination of information among multiple response organizations. The ECC JIC is supervised by a JIC Manager who reports to the Lead Agency PIO. Additional details about Public Information are available in the ESF 15 Annex.

## Administration, Finance and Logistics

### Documentation

When an incident occurs, a unique OERS incident number will be created in OpsCenter to track state agency incident response activities. The OERS incident number will be shared with all state agencies assigned to respond to an emergency. Maintaining documentation of emergency response activities is critical to ensure this is a historical record, aid in cost recovery activities, address insurance needs, and identify mitigation needs and lessons learned. All responding agencies are responsible for establishing guidelines for maintaining records related to their emergency response responsibilities in accordance with agency records retention schedules or guidance provided by the Oregon State Archives.

When an emergency receives an emergency declaration or major disaster declaration from the President of the United States, documents will be provided to the ODEM's Recovery/Public Assistance Section for records retention purposes.

#### **Documentation Unit:**

During an ECC Activation, the Planning and Intelligence Section maintains the ECC Documentation Unit responsible for maintaining incident files and data for legal, analytical and historical purposes. Documentation maintained by the Documentation Unit will include:

- Planning products produced by the ECC (e.g., ECC incident action plans, situation reports, demobilization plan and product, and senior leaders' briefs).
- Public Information products (e.g., background documents and talking points).
- Damage assessment data.
- ECC meeting minutes.
- Incident lessons learned and best practices information.

### After-Action Review

The After-Action Review (AAR) is a process used to review the experience to improve performance by preventing recurrent errors and reproducing success. The AAR enables key participants in a mission-critical activity to review their assignments, identify successes and

failures, and look for ways to continue successful performance or improve deficiencies in the future. ODEM's Preparedness Section is responsible for continuous improvement. Support Annex D: Emergency Coordination Center Operations includes additional details about types of continuous improvement processes and indicators for when ODEM will coordinate an AAR for ESFs and partners to include tribal and local emergency managers. ODEM's Continuous Improvement Working Group will review and confirm observations identified in the AAR to determine areas for improvement requiring further action. Corrective actions will be identified and assigned to the agency with the responsibility to implement. Based on AARs, responder training, this EOP (including supporting annexes) and standard operating guidelines will be updated to address corrective actions.

The Documentation Unit in the ECC Planning and Intelligence Coordination Section will be responsible for capturing lessons learned and best practices during the response to aid the AAR process. Documentation Unit staff will maintain a system and process to collect and document lessons learned and best practices identified during an emergency to inform the AAR.

## Finance

### Special Procurement for Disaster Response

The State Chief Procurement Officer (State CPO) has designed a class of Special Procurement in response to public needs in a disaster. When the governor or governor's designee:

- Declares a state of emergency under ORS 401.165 to 401.610; or
- Issues a declaration under the Emergency Conflagration Act, ORS 476.510 to 476.610; or
- Declares a public health emergency under ORS 433.441 to 433.452; or
- Issues approval of one or more public health actions under ORS 431A.015.

Agencies approved under the Special Procurement for Disaster Response may use the Special Procurement Process to expedite procurement of essential supplies, equipment, or services necessary to save lives, restore life-sustaining supplies, respond to a significant risk to public health, re-establish critical infrastructure, or provide for economic recovery. Additional information about the Special Procurement for Disaster Response is available by contacting the DAS State Procurement Office.

### Expenditure Tracking and Reimbursement

State and local government entities are responsible for documenting and managing all emergency-related expenditures using generally accepted accounting and procurement principles, including the retention of logs, records, receipts, invoices, purchase orders, rental agreements, etc. These documents are necessary to support claims, purchases, reimbursements, and disbursements. State and local government entities are also responsible for documenting and tracking personnel time, fringe benefits, overtime, and compensatory

time related to the emergency. Detailed record keeping is required to facilitate closeouts and a component of post-recovery audits.

For governor-declared emergencies that **DO NOT** receive a presidential declaration:

- State agencies: State agencies are responsible for funding their emergency response and recovery activities using their operational funds. During or after an incident, a state agency may submit a written request to the Legislative Emergency Board for additional funds to offset the expenses incurred responding to an emergency.
- Local jurisdictions: Local jurisdictions are responsible for funding their emergency response and recovery activities using their operational funds. The cost of state resources requested by local jurisdictions is normally the responsibility of the local government, except when waived by the governor.

For governor-declared emergencies that **DO** receive a presidential disaster declaration:

- State agencies: State agencies are responsible for paying for their response and recovery activities using their agency funds and providing expenditure logs and documentation to ODEM promptly. ODEM will seek reimbursement on behalf of the requesting agency for FEMA reimbursement for eligible activities.
- Local jurisdictions: Local jurisdictions are responsible for funding their disaster response and recovery activities using their operational funds. Local jurisdictions may seek reimbursement of eligible costs by submitting expenditure records to ODEM through their county emergency management agency. ODEM will seek reimbursement on behalf of the local jurisdiction for FEMA reimbursement.

## Logistics

ODEM is the lead agency responsible for developing, implementing and coordinating the Critical Disaster Preparedness Stockpile program. Program development is underway in collaboration with OHA and tribal, local, state and federal emergency management partners. Before an emergency, agencies are responsible for developing capabilities to meet emergency responsibilities identified in the EOP. Agencies are responsible for maintaining an inventory of agency resources that may be utilized and sharing this information with ODEM upon request.

When the ECC is activated the Logistics Coordination Section is stood up to manage the material resources necessary to support ECC operations and coordinate the procurement of resources that cannot be fulfilled through available state resources. This section coordinates the movement of resources; the acquisition of resources using emergency procurement processes; and filling or requesting resources from the federal government, private sector, or other states through interstate mutual aid agreements.

During an emergency, each state agency is responsible for establishing and maintaining a logistics capability to support their AOC activities. Each agency will maintain accountability for available and deployed resources and provide routine updates to the State ECC and ESF 7 on resource availability and potential shortfalls. In situations where resource needs exceed the



capability of state agencies, ESF 7 may be assigned the request to procure the resource using its emergency procurement processes.

See the ESF 7 Annex for additional details regarding how ESF 7 coordinates emergency supply and procurement needs to address unmet needs of local jurisdictions and ESFs.

### ***Memorandum of Understanding and Mutual Aid Agreements***

It is recognized that emergencies may overwhelm local and state government capability and transcend boundaries and that intergovernmental coordination is essential for the protection of lives, property, the environment and incident stabilization. This cooperation is also essential for the maximum use of available resources. The following are mutual aid agreements available within the state:

#### **Oregon Resource Coordination Assistance Agreement (ORCAA)**

The Oregon Resource Coordination and Assistance Agreement (ORCAA) is Oregon's statewide mutual aid agreement that is available to state and local governments. Under ORCAA, member jurisdictions may request assistance from other member jurisdictions to prevent, mitigate, respond to, or recover from an emergency or disaster or in concert with exercises. Any resource (employees, services, equipment and supplies) of a member jurisdiction may be made available to another member jurisdiction.

#### **Emergency Management Assistance Compact (EMAC)**

ORS 402.105 identifies Oregon as a member state of the Emergency Management Assistance Compact (EMAC). EMAC provides form and structure to interstate mutual aid. It establishes procedures whereby a disaster or emergency-impacted state can request and receive assistance from other member states quickly and efficiently. Member states that request assistance through the EMAC agree to assume liability for out-of-state workers deployed under EMAC and agree to reimburse assisting states for all eligible deployment-related costs. For ODEM to request resources using EMAC, the governor must declare a state of emergency. ODEM is responsible for coordinating EMAC resource requests.

#### **Pacific Northwest Emergency Management Arrangement (PNEMA)**

ORS 402.250 identifies Oregon as a participant in the Pacific Northwest Emergency Management Arrangement (PNEMA). The governments of Alaska, Idaho, Oregon, Washington, British Columbia, and the Yukon Government are signatories to the PNEMA. The purpose of this arrangement is to provide for the possibility of mutual aid assistance among the signatories entering into this arrangement in managing any emergency or disaster when affected signatory or signatories ask for assistance, whether arising from a natural disaster, accidental or intentional events or the civil emergency aspects of resource shortages. An emergency declaration by the governor is not required to request resources through PNEMA. ODEM is responsible for coordinating PNEMA resource requests.



## Plan Development and Maintenance

As the Plan Administrator, the ODEM Response Section Manager will coordinate a review and revision of the State EOP Base Plan every four years for promulgation. The Base Plan will also be updated when changes are needed due to updated legislation or lessons learned from exercises or real-world emergencies. In preparation for promulgating the EOP Base Plan, ODEM will share a draft version of the plan with the OERS Council, tribal and county emergency managers, and other emergency management partners for review and feedback.

ODEM's Response Planner is designated as the lead planner and will be responsible for collaborating with partners to update the State EOP Base Plan, Emergency Support Function, and Threat and Hazard Specific Annexes. Emergency Support Function, Support Annexes, and Threat and Hazard Specific Annexes will be reviewed and revised at least every four years or when changes are needed due to updated legislation, lessons learned from exercises or real-world emergencies. Copies of the EOP Base Plan, Emergency Support Function, and Threat and Hazard Specific Annexes are available publicly on ODEM's website.

Each state department or agency is expected to develop and maintain policies and procedures (e.g., department or agency emergency plans, standard operating procedures, Continuity of Operations Plans, Business Continuity Plans) in support of the State EOP. In addition, assigned state departments or agencies are responsible for updating and maintaining their annex to the State EOP and portions of the Base Plan.

## Plan Distribution

The Oregon EOP, Emergency Support Function and Threat and Hazard Specific Annexes are publicly available by going to the ODEM's website at

[https://www.oregon.gov/oem/emresources/plans\\_assessments/pages/cemp.aspx](https://www.oregon.gov/oem/emresources/plans_assessments/pages/cemp.aspx).

Additionally, electronic copies are directly distributed to tribal, local, state, and federal emergency management agencies, including the following state agencies:

Governor's Office	Department of Administrative Services
Department of Agriculture	Department of Aviation
Business Development Department	Department of Consumer and Business Services
Department of Corrections	Department of Education
Employment Department	Department of Energy
Department of Environmental Quality	Department of Fish and Wildlife
Department of Forestry	Department of Geology and Mineral Industries
Health Authority	Housing and Community Services
Department of Human Services	Department of Justice
Judicial Department	Department of Land Conservation and Development
Military Department	State Marine Board
Parks and Recreation Department	Department of Public Safety Standards and Training
Public Utility Commission	Secretary of State
Department of State Lands	State Library
State Police	Department of the State Fire Marshal
Office of the State Medical Examiner	Department of Transportation
Travel Information Council	Oregon Tourism Commission (Travel Oregon)
Department of Veterans Affairs	Water Resources Department

## Authorities and References

### Legal Authorities

The State EOP is developed under the authority of Oregon Revised Statutes Chapter 401, which assigns responsibility to the governor for the emergency services system within Oregon (ORS 401.035). The governor has delegated the responsibility for coordination of the state's emergency program, including coordination of response activities, to the Oregon Department of Emergency Management (ORS 401.052). Additional details about Oregon's Emergency Management and Services Revised statutes is available in [Oregon's Revised Statutes, Chapter 401](#).

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

### *Oregon Revised Statutes (ORS)*

#### Mutual Aid Agreements

- [ORS Chapter 402 Emergency Mutual Assistance Agreements](#)

#### Authorities for state-level declarations of emergency

Depending on the emergency or circumstances, the governor and different state agencies have authorities or responsibilities under the Oregon Revised Statutes listed below.

- ORS 401.165: Declaration of State of Emergency
- ORS 476.510: Emergency Conflagration Act
- ORS 433.441: Proclamation of Public Health Emergency
- ORS 536.740: Drought Declaration
- ORS 823.012: [Oregon Department of Transportation] Suspension of laws during emergency
- ORS 176.775: Energy Resource Emergency
- ORS 561.510: [Oregon Department of Agriculture] Emergency Quarantine Order

#### Governor's powers during a state of emergency

- ORS 401.168: Governor's powers during state of emergency; suspension of agency rules
- ORS 401.175: Additional powers during emergency

- ORS 401.178: Removal of disaster debris or wreckage; unconditional authorization of community; liability for injury or damage
- ORS 401.185: Providing temporary housing during an emergency
- ORS 401.186: Waiver of waiting period for unemployment benefits
- ORS 401.188 Management of resources during an emergency

### ***Oregon Administrative Rules***

- 104.040.000 – Oregon Emergency Response System

### ***Oregon Executive Orders***

- Executive Order 1607 – Governor’s Disaster Management Framework

### ***Relevant Federal Guidance, Law, Regulations and Directives***

- Public Law 88-352, Civil Rights Act of 1964, as amended
- Public Law 93-288 and 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1974, as amended by the Disaster Mitigation Act of 2000, (Public Law 106-390), and Sandy Recovery Improvement Act of 2013 (SRIA), (PL 113-2)
- Public Law 104-321: Emergency Management Assistance Compact, 1996
- Public Law 105-19, Volunteer Protection Act of 1997
- Public Law 105-381, Pacific Northwest Emergency Management Arrangement (PNEMA)
- Public Law 109-308, Pets Evacuation and Transportation Standards (PETS) Act, 2006
- Public Law 109-295: Post-Katrina Emergency Management Reform Act (PKEMRA), 2007
- Public Law 110-325, The ADA Amendments Act of 2008, amending the Americans with Disabilities Act (ADA) of 1990
- Public Law 113-2: Sandy Recovery Improvement Act (SRIA) of 2013
- Title 44, Code of Federal Regulations (CFR), Part 206, Federal Disaster Assistance
- Homeland Security Presidential Directive (HSPD) 5: Management of Domestic Incidents, 2003
- Presidential Policy Directive (PPD) 8: National Preparedness, 2011
- U.S. Department of Homeland Security Preparedness Goal (NPG), 2015
- U.S. Department of Homeland Security National Incident Management System (NIMS), 2017

- U.S. Department of Homeland Security National Response Framework (NRF), 2019
- FEMA Comprehensive Preparedness Guide 101: Developing and Maintaining Emergency Operations Plans, 2021

## List of Acronyms

AAR	After-Action Review
ADA	Americans with Disabilities Act
AIC	Adults in Custody
AOC	Agency Operations Center
CAP	Civil Air Patrol
CBO	Community-Based Organization
CCO	Community Care Organizations
CDC	Centers for Disease Control and Prevention
CEMP	Comprehensive Emergency Management Plan
CFR	Code of Federal Regulations
CISA	Cybersecurity Infrastructure Security Agency
CJIS	Criminal Justice Information Services
CPO	Chief Procurement Officer
CSZ	Cascadia Subduction Zone
DAS	Department of Administrative Services
DCBS	Department of Consumer and Business Services
DEQ	Department of Environmental Quality
DFO	Disaster Field Office
DHS	Department of Homeland Security
DLCD	Department of Land Conservation and Development
DOC	Department of Corrections
DOGAMI	Department of Geology and Mineral Industries
DOJ	Department of Justice
DPPST	Department of Public Safety Standards and Training
DSL	Department of State Lands
DWS	Drinking Water Services
EAS	Emergency Alert System

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ECC	Emergency Coordination Center
EDO	Executive Duty Officer
ELT	Electronic Locator Transmitter
EMAC	Emergency Management Assistance Compact
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
ESP	Energy Security Plan
FBI	Federal Bureau of Investigation
FCO	Federal Coordinating Officer
FEMA	Federal Emergency Management Agency
FERN	Food Emergency Response Network
FNARS	FEMA National Radio System
FNS	Food and Nutrition Service
GAR	Governor's Authorized Representative
GDC	Governor's Disaster Council
GIS	Geographic Information Systems
HAZMAT	Hazardous Materials
HF	High Frequency
HSPD	Homeland Security Presidential Directive
HSPR	Health Security Preparedness and Response Program
IAO	Individual Assistance Officer
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment
IJA	Infrastructure Investment and Jobs Act

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IMAT	Incident Management Assistance Team
IPAWS	Integrated Alerts and Warnings System
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Centers
LEDS	Law Enforcement Data System
LGBTQ+	Lesbian, Gay, Bisexual, Transgender, Queer/Questioning, Intersex, Asexual and more
LNG	Liquefied Natural Gas
LOE	Line of Effort
MAA	Mutual Aid Agreement
NAHLN	National Animal Health Laboratory Network
NAWAS	National Warning System
NCIC	National Crime Information Center
NCP	National Oil and Hazardous Substance Pollution Contingency Plan
NGO	Non-Governmental Organizations
NHMP	Natural Hazards Mitigation Plan
NIMS	National Incident Management System
NOVA	National Organization for Victims Assistance
NPG	U.S. Department of Homeland Security Preparedness Goal
NRF	National Response Framework
NVOAD	National Volunteer Organizations Active in Disaster
NWR	National Weather Radio
OAR	Oregon Administrative Rule
OBDD	Oregon Business Development Department (Business Oregon)
ODA	Oregon Department of Agriculture
ODAV	Oregon Department of Aviation



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ODE	Oregon Department of Education
ODEM	Oregon Department of Emergency Management
ODF	Oregon Department of Forestry
ODFW	Oregon Department of Fish and Wildlife
ODHS	Oregon Department of Human Services
ODOC	Oregon Department of Corrections
ODOE	Oregon Department of Energy
ODOJ	Oregon Department of Justice
ODOT	Oregon Department of Transportation
ODVA	Oregon Department of Veterans' Affairs
OED	Oregon Employment Deployment
OERS	Oregon Emergency Response System
OHA	Oregon Health Authority
OHCS	Oregon Housing and Community Services
OJD	Oregon Judicial Department
OMD	Oregon Military Department
OPRD	Oregon Parks and Recreation Department
OPUC	Oregon Public Utility Commission
OR	Oregon
ORCAA	Oregon Resources Coordination Assistance Agreement
OR-OSHA	Oregon Occupational Safety and Health Division
ORS	Oregon Revised Statute
ORVOAD	Oregon Volunteer Organizations Active in Disasters
OSFM	Oregon State Fire Marshal
OSHA	Occupational Safety and Health Division
OSMB	Oregon State Marine Board
OSP	Oregon State Police
OWRD	Oregon Water Resources Department

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PA	Public Assistance
PDA	Preliminary Damage Assessment
PETS	Pets Evacuation and Transportation Standards Act
PIO	Public Information Officer
PKEMRA	Post-Katrina Emergency Management Reform Act
PL	Public Law
PNEMA	Pacific Northwest Emergency Management Arrangement
PPD	Presidential Policy Directive
PUC	Public Utility Commission
RAPTOR	Real-Time Assessment and Planning Tool for Oregon
SA	Support Annex
SARA	Superfund Amendments and Reauthorization Act
SBA	Small Business Administration
SCO	State Coordinating Officer
SDO	Staff Duty Officer
SHARES	Security Agency Shared Resources
SHPO	State Historic Preservation Office
SIAO	State Individual Assistance Officer
SITREP	Situation Report
SOS	Secretary of State
SRF	State Recovery Function
SRIA	Sandy Recovery Improvement Act
THA	Threat- or Hazard-Specific Annex
TIC	Travel Information Council
TITAN	Terrorism Information Threat Assessment Network
USCG	United States Coast Guard
USDA	United States Department of Agriculture
VA	Veterans' Administration

VHF	Very-High Frequency
VOAD	Volunteer Organizations Active in Disasters
WEA	Wireless Emergency Alerts

## Glossary

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

**Agency Operations Center (AOC):** The physical location or locations from which individual agencies coordinate information and resources to support response, resolution, and recovery operations. Most state agencies have a single AOC, some have several regional AOCs.

**Catastrophic Disaster:** As defined by Article X-A of the Oregon Constitution: Catastrophic disaster means a natural or human-caused event that: (a) Results in extraordinary levels of death, injury, property damage or disruption of daily life in this state; and (b) Severely affects the population, infrastructure, environment, economy or government functioning of this state. A catastrophic disaster includes any of the following events if the event meets the criteria listed above: (a) Act of terrorism, (b) Earthquake, (c) Flood, (d) Public health emergency, (e) Tsunami, (f) Volcanic eruption and (g) War.

**Coastal Hazards:** Wave-induced coastal erosion (both short- and long-term), wave runup and wave-induced flood hazards, wind-blown sand, coastal landslides, earthquakes and potentially catastrophic tsunamis such as one generated by the Cascadia Subduction Zone (CSZ).

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

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

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. Presidential Policy Directive-21 identifies 16 sectors as “Designated Critical Infrastructure Sectors”: (a) Chemical, (b) Commercial Facilities, (c) Communications, (d) Critical Manufacturing, (e) Dams, (f) Defense Industrial Base, (g) Emergency Services, (h) Energy, (i) Energy, (j) Financial Services, (k) Food and Agriculture, (l) Government Facilities, (m) Healthcare and Public Health, (n) Information Technology, (o) Nuclear Reactors, Materials and Waste, (p) Transportation Systems, and (q) Water and Wastewater Systems.

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

**Disaster:** An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths or multiple injuries, or suffering that exceeds its capacity to cope using its resources.

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

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

**Emergency Support Function (ESF):** The organizing principle behind the state's coordination system to provide emergency assistance. Each ESF is composed of one or two primary agencies and multiple supporting agencies. As coordinators, ESFs provide a supporting role to tribal and local governments that execute and manage emergency response.

**Emergency:** As defined by ORS 401.025: "Means a human-created or natural event or circumstance causing or threatening loss of life, injury to person or property, human suffering or financial loss, and includes, but is not limited to:

- a) Fire, wildfire, explosion, flood, severe weather, landslides or mud slides, drought, earthquake, volcanic activity, tsunamis or other oceanic phenomena, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, acts of terrorism and war; and
- b) A rapid influx of individuals from outside this state, a rapid migration of individuals from one part of this state to another or a rapid displacement of individuals if the influx, migration or displacement results from the type of event or circumstance described in paragraph (a)."

**Extreme Heat:** As defined by the CDC, "Summertime temperatures that are much hotter and/or humid than average." To forecast Excessive Heat Watches and Warnings, the National Weather Service utilizes a heat risk methodology that identifies risk in a numeric (0-4) and color (green/yellow/orange/red/magenta) scale. The scale identifies risk to those who are sensitive to heat.

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

**Flood:** Per FEMA's National Flood Insurance Program, "A general and temporary condition of partial or complete inundation of 2 or more acres of normally dry land area or of 2 or more properties from:

1. Overflow of inland or tidal waters; or
2. Unusual and rapid accumulation or runoff of surface waters from any source; or
3. Mudslides (e.g., mudflows) which are proximately caused by flooding and are akin to a river of liquid and flowing mud on the surfaces of normally dry land areas, as when earth is carried by a current of water and deposited along the path of the current.;  
or
4. Collapse or subsidence of land along the shore of a lake or similar body of water as a result of erosion or undermining caused by waves or currents of water exceeding anticipated cyclical levels that result in a flood as defined above."

**Governor's Authorized Representative (GAR):** The individual empowered by the governor, in accordance with the FEMA-State Letter of Agreement, to manage and coordinate the state's disaster response and recovery efforts following a federal declaration of emergency. Under ORS 401.270 the ODEM director is designated as the GAR for certain disaster response and recovery activities.

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

**Incident:** Any occurrence, natural or human caused, that necessitates a response to protect life or property and includes planned events, as well as emergencies or disasters of all kinds and sizes.

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

**Lahar:** A type of mudflow that originates on the slopes of volcanoes when volcanic ash and debris become saturated with water and flows rapidly downslope.

**Landslide:** The downslope movement of rock, soil or related debris.

**Local Government:** As defined in ORS 174.116, "local government" means all cities, counties and local service districts located in this state, and all administrative subdivisions of those cities, counties and local service districts.

**Mitigation** (part of the Emergency Management Cycle): Activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or

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

**National Incident Management System (NIMS):** A systematic, proactive approach to guide all levels of government, NGOs, and the private sector to work together to prevent, protect against, mitigate, respond to, and recover from the effects of incidents. NIMS provides partners across the whole community with the shared vocabulary, systems, and processes to successfully deliver the capabilities described in the National Preparedness System. NIMS provides a consistent foundation for dealing with all incidents, ranging from daily occurrences to incidents requiring a coordinated Federal response.

**National Response Framework (NRF):** A guide to how the nation responds to all types of disasters and emergencies. It is built on scalable, flexible, and adaptable concepts identified in the National Incident Management System to align key roles and responsibilities. The NRF is structured to help jurisdictions, individuals, nongovernmental organizations and businesses develop whom community plans, integrate continuity plans, build capabilities to response to cascading failures among businesses, supply chains, and infrastructure sectors, and collaborate to stabilize community lifelines and restore services.

**Pacific Northwest Emergency Management Arrangement:** The Pacific Northwest Emergency Management Arrangement is a mutual aid agreement between the Alaska, Idaho, Oregon, Washington, British Columbia, and the Yukon Territory. The agreement is coordinated by the ODEM and allows signatory governments to assist one another in responding to all kinds of natural and human-caused disasters. It is overseen by the Western Regional Emergency Management Advisory Committee.

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

**Presidential Declaration:** A formal declaration by the president that an emergency or major disaster exists based on the request for such a declaration by the governor and with the verification of FEMA preliminary damage assessments.

**Prevention (part of the Emergency Management Cycle):** Actions taken to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions taken to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full

nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

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

**Public Health Emergency:** As defined in ORS 433.442(4), “Public Health Emergency” means an occurrence or imminent threat of an illness or health condition that is believed to be caused by any of the following: Bioterrorism; the appearance of a novel or previously controlled or eradicated infectious agent or biological toxin that may be highly contagious; an epidemic of communicable disease; or a natural disaster, chemical attack, or accidental release or nuclear attack or nuclear accident; and poses a high probability of any of the following harms: (A) A large number of deaths in the affected population, (B) A large number of serious or long-term disabilities in the affected population; or (C) Widespread exposure to an infectious or toxic agent that poses a significant future harm to a large number of persons in the affected population.

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

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

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



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

**State Individual Assistance Officer (SCIO):** Appointed by the State Coordinating Officer. Response for coordinating available recovery assistance resources for individuals and households from state, federal, volunteer and private organizations. Coordinates state-level activities related to the delivery of FEMA's Individual Assistance Program, in cooperation with the Federal Individual Assistance Officer.

**Tsunami:** A series of waves caused by earthquakes or undersea volcanic eruptions.

**Volcano:** Openings or vents where lava, tephra (small rocks) and steam erupt on to the Earth's surface.

**Wildfire:** An unplanned ignition caused by lighting, volcanoes, unauthorized and accidental human-caused actions and escaped prescribed fires.