



Public Health
Prevent. Promote. Protect.

Lincoln County

Emergency Operations Plan



Prepared by:

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Original 2008 and revised 2015 plan prepared by:



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Preface

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

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

Consisting of a Basic Plan, Emergency Support Function Annexes that complement the federal and State of Oregon Emergency Support Function Annexes, Support Annexes and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in Lincoln County will coordinate resources and activities with other federal, state, local, tribal, community, and faith-based organizations, and private-sector partners.

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Letter of Promulgation

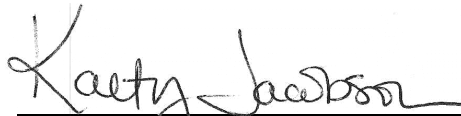
To all Recipients:

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

This Emergency Operations Plan is a component of the County's comprehensive approach to emergency management that ensures that the County is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the County.

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

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



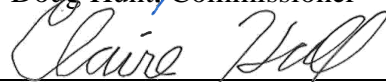
Kaety Jacobson, Chair

12/21/2020

Date



Doug Hunt, Commissioner



Claire Hall, Commissioner

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Plan Administration

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

Record of Plan Reviews and Revisions

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

Date	Change No.	Agency/Division/Office	Summary of Change
2008 Oct.	001	Lincoln County Emergency Management	Update - Global Plan Update
2014 May	002	Lincoln County Emergency Management	New - Distant Tsunami Unified Response Plan
2014 Aug.	003	Lincoln County Emergency Management	Update - Global Plan Update
2014 Oct.	004	Lincoln County Animal Sheltering Plan	New – Animal Shelter Plan
2015 Sept.	Promulgation	Lincoln County BOC	Promulgation of Revised EOP
2016 May	005	Lincoln County Emergency Management	Update - Distant Tsunami Unified Response Plan
2016 May	006	Lincoln County Emergency Management	New – Situational Assessment and Common Operating Picture Process Algorithm and response processes
2016 May	007	Lincoln County Emergency Management	New – Resource Ordering Processes Algorithm and resource ordering form
2017 June	008	Lincoln County Planning Department and Emergency Management	Update - Community Wildfire Protection Plan
2017 Aug.	009	Lincoln County Emergency Management	Update - Distant Tsunami Unified Response Plans
2017 Sept.	010	Lincoln County Solid Waste	Update - Regional Debris Management Plan
2017 Nov.	011	Lincoln County Emergency Management	Updated – EM Division Continuity of Operations Plan
2017 Nov.	Review	Lincoln County Emergency Management	Full Review of EOP and EOC Tools
2018 Jan.	012	Lincoln County Animal Shelter	Update - Animal Sheltering Plan

Plan Administration

Date	Change No.	Agency/Division/Office	Summary of Change
2018 Jan. - April	013	Lincoln County Emergency Management	Update - Restructure the EOC org chart, hybrid of State of CA, previous County org chart and other EOC examples
2018 Feb. - April	014	Lincoln County Emergency Management and County PIO	Adoption and conversion to State of California EOC: <ul style="list-style-type: none"> • Position Job Aid forms (job descriptions) • Emergency Support Function Planning Section Report Forms • EOC Action Plan • JIC Annex Update – Global Plan Update
2018 April	015	Lincoln County Emergency Management and County PIO	New - Emergency Notification System Messaging Templates
2018 May	016	Lincoln County Emergency Management, Legal Counsel, and Policy Group	Updates - <ul style="list-style-type: none"> • Revision to Emergency Declaration Forms • Creation of Delegation of Authority forms • Update Lines of Succession for EOP/BOC
2018 June	Review	Lincoln County Legal Counsel	Full review of EOP
2018 June	017	Lincoln County Emergency Management	New - Fuel Management Annex
2018 Aug. 15	Promulgation	Lincoln County BOC	Promulgation of County EOP and CWPP
2019 March	018	Lincoln County Emergency Management	Update – Situational Status Resource Tools
April 2019	019	Lincoln County Emergency Management	New – Adoption and conversion of State of California EOC Activation Documents
2019 May	020	Lincoln County Emergency Management	New – Implementation of County Call Center Annex and Tools
2019 June	021	Lincoln County Emergency Management	New – Wildfire Evacuation Guide and Activation Tools
2020 June	022	Lincoln County Emergency Management	Update – Wildfire Evacuation Guide
2020 July	023	Lincoln County Emergency Management	Update – Revised ESF terms/numbers to align with State of Oregon
2020 July	Review	Lincoln County Emergency Management	Full review and updates to EOP
2020 July	024	Lincoln County Emergency Management	New – Temporary Evacuation Point (TEP) Response Guide
2020 Aug	Review	Lincoln County Legal Counsel	Full review of EOP
2020 Aug	Review	Lincoln Co Cooperators	Review of EOP - Fire Defense Board, City/Tribal EM's, Law, Health, Public Works
2020 Aug.	025	Lincoln County Public Health & Emergency Management	New – Wildfire and COVID19 Public Health Response
2020 Aug. – Dec.	Review	Lincoln Co. Solid Waste Coord./EM (Aug.)	Update – Debris Management Plan Annex

Plan Administration

Date	Change No.	Agency/Division/Office	Summary of Change
		Lincoln Co. Solid Waste Council (Dec.)	
2020 Sept.	026	Lincoln County Emergency Management	New – Multi Casualty Incident and Medical Surge County Plan
2020 Nov.	027	Lincoln County Planning Department, Emergency Management	Update - Natural Hazards Mitigation Plan
2020 Dec.	Promulgation	Lincoln County BOC, 12-21-20	Promulgation of County EOP
2020 Dec.	028	Lincoln County Emergency Management	Addition of term “DOC” Department Operations Center interchangeable with on-scene Incident Commander.

Plan Distribution List

Digital copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The Lincoln County Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained at the Lincoln County Emergency Operations Center and posted online at:

<http://www.co.lincoln.or.us/emergencymanagement>

- County Departments and Offices
- State, Federal Liaisons/Partnering Agencies
- Fire Districts/Departments
- Incorporated Cities
- Tribes
- Healthcare – Hospitals
- Community Emergency Response Volunteer Groups (American Red Cross, Community Emergency Response Teams)
- Dispatch Centers
- Public Education Systems (Schools)
- Ports
- Utilities

Plan Administration

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	Emergency Management
Emergency Support Function Annexes (ESFs)	
ESF 1 Transportation	Public Works Lincoln County Transportation Service District (Transit)
ESF 2 Communications	Emergency Management
ESF 3 Public Works	Public Works Emergency Management
ESF 4 Firefighting	Lincoln County Fire Defense Board Emergency Management
ESF 5 Information and Planning	Emergency Management All Public Safety Partners
ESF 6 Mass Care	Health and Human Services Emergency Management
ESF 7 Resource Support	Emergency Management
ESF 8 Health and Medical	Health and Human Services Oregon Health Authority
ESF 9 Search and Rescue	Sheriff's Office
ESF 10 Hazardous Materials	Lincoln County Fire Defense Board Emergency Management
ESF 11 Agriculture & Animal Protection	Health and Human Services and Animal Services
ESF 12 Energy	Public Works
ESF 13 Law Enforcement	Sheriff's Office
ESF 14 Business and Industry	Policy Group Chambers of Commerce
ESF 15 Public Information	Emergency Management County Public Information Officer Public Health Information Officer
ESF 16 Volunteers and Donations Management	Emergency Management

Plan Administration

Section/Annex	Responsible Party
ESF 17 Cyber & Infrastructure Security	Information Technology Sheriff's Office
ESF 18 Military Support	State & Federal Agencies

Plan Administration

Section/Annex	Responsible Party
Support Annexes (SAs)	
SA 1 Animal Sheltering, Emergency	Animal Shelter/Services
SA 2 Auxiliary Communications	Emergency Management
SA 3 Health	Public Health
SA 4 Mass Fatality	Public Health/Emergency Mgmt.
SA 5 Medical Counter Measures POD	Public Health
SA 6 Debris Mgmt. - Lincoln County	Solid Waste Mgmt./Emergency Mgmt.
SA 7 Debris Mgmt. - Regional	Solid Waste Mgmt./Emergency Mgmt.
SA 8 Fuel Management	Public Works/Emergency Mgmt.
SA 9 Multi Casualty Incident and Medical Surge	EMS and Hospitals

Section/Annex	Responsible Party
Incident Annexes (IAs)	
IA 1 Drought	Emergency Management Health and Human Services Lincoln County Fire Defense Board Public Works
IA 2 Earthquake	Emergency Management Lincoln County Fire Defense Board Public Works Sheriff's Office
IA 3 Major Fire	Emergency Management Lincoln County Fire Defense Board
IA 4 Flood	Emergency Management Public Works
IA 5 Severe Weather	Emergency Management Lincoln County Fire Defense Board Public Works Sheriff's Office
IA 6 Tsunami – Local and Distant	Emergency Management Health and Human Services Lincoln County Fire Defense Board Public Works Sheriff's Office

Plan Administration

Section/Annex	Responsible Party
IA 7 Volcano	Emergency Management Public Works
IA 8 Hazardous Materials (Accidental Release)	Emergency Management Lincoln County Fire Defense Board Local Emergency Planning Committee
IA 9 Public Health Incident	Health and Human Services
IA 10 Terrorism	Sheriff’s Office
IA 11 Transportation Accidents	Sheriff’s Office
IA 12 Utility Failure	Emergency Management Public Works

Immediate Action Checklist

Immediate Action Checklist

Use the following Immediate Action Checklist to initiate Lincoln County's response to and support of an emergency incident. County/City/Tribal/Public Safety Leadership can contact WVCC Dispatch (541) 265-0777 to request the call out of the County Emergency Management Response Team members to evaluate the need to activate the County EOC. *The term Incident Commander can also be interchanged with Department Operations Center (DOC) Leadership for internal county departments such as Public Health, Public Works/Roads Department etc., that require assistance from the County Emergency Operations Plan/Center.*

1. Receive alert of incident.

- Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public, other sources, and/or through spontaneous events, i.e., earthquake.
- Alerts should be directed to the County Emergency Manager.
 - Call directly and/or
 - Contact WVCC Dispatch to request call out of County Emergency Management Response Team
- *See ESF 2 - Communications of this plan for more information on alert and warning.*

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

- The Emergency Manager should determine, in coordination with the on-scene Incident Commander (if activated), what level of support is needed from the County for the incident. This may range from the Emergency Manager being on stand-by to full activation of the County Emergency Operations Center.
- Identify key personnel who will be needed to support emergency operations, including staffing of the Emergency Operations Center, if activated.

3. Notify key County personnel and response partners.

- County Emergency Manager will activate the Lincoln Alerts (county emergency notification system) program to disseminate a message to:
 - County EOC Support Staff
 - County Cooperators as appropriate to situation (public safety, city/co/tribal leadership, healthcare, others)
 - State/Federal Liaisons
 - County department and office leadership and policy group

Immediate Action Checklist

- *See the Lincoln Alerts Public Safety organization for individual and agency group assignments.*

4. Activate the County Emergency Operations Center as appropriate.

- The County will utilize framework as outlined in the NIMS Guidelines in managing the Emergency Operations Center.
- Primary Emergency Operations Center Location: Lincoln County Courthouse, 225 West Olive Street, Suite 103, Newport, OR 97365
- Alternate Emergency Operations Center Location: Lincoln Co Commons (Fairgrounds), 633 NE 3rd St., Newport OR, 97365
- The Emergency Manager maintains a resource and contact rosters for the Emergency Operations Center
- *See Section 5.4 of this plan for information on Emergency Operations Center operations.*

5. Establish communications with the on-scene Incident Commander/Dispatch (if activated).

- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
- The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.
- *See ESF 2 - Communications of this plan for more information on communications systems.*

6. Identify, in coordination with the on-scene Incident Commander (if activated), key incident needs including public safety leadership support.

- Consider coordination of the following, as required by the incident:
 - Support for the safety of emergency responders.
 - Emergency public information and coordination with the media
 - Protective action measures, including evacuation and shelter-in-place
 - Shelter and housing needs for displaced persons
 - Provisions for Access and Functional Needs Populations including unaccompanied children.
 - Provisions for animals in disaster

Immediate Action Checklist

- 7. Inform Oregon Emergency Response System (OERS) of Emergency Operations Center activation and request support as needed.**
 - OERS: 800-452-0311 (is included in the Lincoln Alerts Public Safety Leadership group)
 - If there is an oil or chemical spill to report, responsible parties should make notification to the National Response Center at 800-424-8802.

- 8. Declare a State of Emergency for the County, as appropriate.**
 - If the incident has threatened or threatens to overwhelm the County's resources to respond, the County should declare a State of Emergency.
 - A declaration may be made by the BOC.
 - The declaration should be submitted to OERS.
 - *See Section 1.7.2 of this plan for information on the disaster declaration process. See Appendix A for a sample disaster declaration form.*

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C. Maps

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- ESF 2 – Communications
- ESF 3 – Public Works
- ESF 4 – Firefighting
- ESF 5 – Information and Planning
- ESF 6 – Mass Care
- ESF 7 – Resource Support
- ESF 8 – Health and Medical
- ESF 9 – Search and Rescue
- ESF 10 – Hazardous Materials
- ESF 11 – Food and Water
- ESF 12 – Energy
- ESF 13 – Military Support
- ESF 14 – Public Information
- ESF 15 – Volunteers and Donations
- ESF 16 – Law Enforcement
- ESF 17 – Agriculture and Animal Protection
- ESF 18 – Business and Industry.

E. Support Annexes

- SA 1 – Animal Sheltering, Emergency
- SA 2 – Auxiliary Communications
- SA 3 – Health
- SA 4 – Mass Fatality
- SA 5 – Medical Counter Measures Point of Dispensing
- SA 6 – Debris Management – Lincoln County
- SA 7 – Debris Management – Regional
- SA 8 – Fuel Management

F. Incident Annexes

- IA 1 – Drought
- IA 2 – Earthquake
- IA 3 – Major Fire
- IA 4 – Flood (including Dam Failure)
- IA 5 – Severe Weather
- IA 6 – Tsunami – Local and Distant
- IA 7 – Volcano
- IA 8 – Hazardous Materials (Accidental Release)
- IA 9 – Public Health Incident
- IA 10 – Terrorism
- IA 11 – Transportation Accident
- IA 12 – Utility Failure

G. Mutual Aid Agreements

H. Forms

I. EOC Position Job Aids

J. EOC Resource Inventory

K. EOC User Guides

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Introduction

1.1 General

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

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

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

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

1. Introduction

1.1.1 Whole Community Planning

The “Whole Community” planning approach is based on the recognition that it takes all members of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against disasters. This includes all emergency management partners, both traditional and nontraditional, such as volunteer-, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

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

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the County’s all-hazard approach to emergency operations to protect the safety, health, and welfare of the public throughout all emergency management mission areas. Through this EOP the County designates NIMS and the Incident Command System (ICS) as the framework within which all emergency response will be conducted.

1.2.2 Scope

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

A community’s emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this framework, County departments and offices that operate under this plan are

1. Introduction

expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how emergency tasks will be performed. Training and equipment necessary for response operations should be maintained by County departments and offices.

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

1.3 Plan Activation

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

- Incidents in or affecting the County
- Health emergencies in or affecting the County
- Non-routine life-safety issues in or affecting the County
- Requests for mutual aid support from other counties

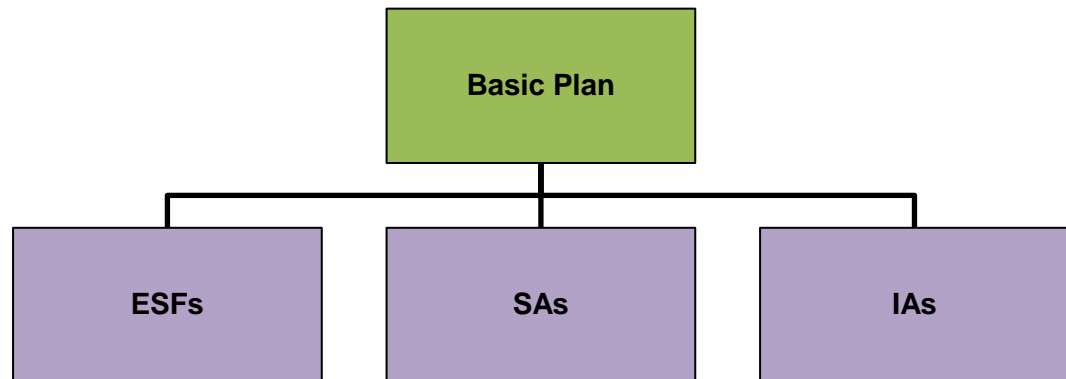
An emergency declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

1.4 Plan Organization

The County EOP is composed of four main elements:

- Basic Plan (with appendices)
- Emergency Support Function Annexes (ESF)
- Support Annexes (SAS)
- Incident Annexes (IAs)

Figure 1-1 Lincoln County Emergency Operations Plan Organization



1.4.1 Basic Plan

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

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Hazards and threats facing the community, including planning assumptions based on the County's response capabilities.
- Roles and responsibilities for elected officials, County department heads, and key response partners.
- A concept of operations for the County that describes how the County will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The County's emergency response structure, including activation and operation of the County EOC and implementation of ICS.
- The County's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1. Introduction

1.4.2 Emergency Support Function Annexes

The ESFs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the County throughout all phases of an emergency. In the event of an incident for which the County's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting resources and seeking additional support from State of Oregon (State) agencies. The ESFs, which supplement the information in the Basic Plan, are:

Annex	Function
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works
ESF 4	Firefighting
ESF 5	Information & Planning
ESF 6	Mass Care
ESF 7	Logistics Management & Resource Support
ESF 8	Health & Medical
ESF 9	Search & Rescue
ESF 10	Hazardous Materials
ESF 11	Agriculture & Animal Protection
ESF 12	Energy
ESF 13	Law Enforcement
ESF 14	Business & Industry
ESF 15	Public Information
ESF 16	Volunteers & Donations
ESF 17	Cyber & Infrastructure Security
ESF 18	Military Support

1. Introduction

1.4.3 Support Annexes

SAs describe functions that do not fit within the scope of the ESF annexes listed above and identify how the County’s departments and offices, private sector, volunteer organizations, and nongovernmental organizations coordinate to execute common support functions required during an incident. The actions described in the SAs are not limited to particular types of events but are overarching in nature and applicable to nearly every type of incident. County SAs are:

Annex	Function
SA 1	Animal Sheltering, Emergency
SA 2	Auxiliary Communications
SA 3	Health
SA 4	Mass Fatality
SA 5	Medical Counter Measures Point of Dispensing
SA 6	Debris Management - Lincoln County
SA 7	Debris Management - Regional
SA 8	Fuel Management
SA 9	Multi Casualty Incident and Medical Surge

1. Introduction

1.4.4 Incident Annexes

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the County's most current Hazard Identification and Vulnerability Assessment. The IAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

Annex	Hazard
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather
IA 6	Tsunami – Local and Distant
IA 7	Volcano
IA 8	Hazardous Materials (Accidental Release)
IA 9	Public Health Incident
IA 10	Terrorism
IA 11	Transportation Accident
IA 12	Utility Failure

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

1.5 Relationship to Other Plans

1.5.1 Federal Plans

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

- **Presidential Policy Directive 8.** Describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation’s security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.
- **National Response Framework.** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.
- **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted states, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1.5.2 State Plans

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

- **State Emergency Management Plan.** The State Emergency Management Plan consists of three volumes:
 - *Volume I: Preparedness and Mitigation* includes the plans and guidance necessary for the State to prepare and mitigate the effects of a disaster. It includes the state disaster hazard assessment, exercise and training programs, and plans to lessen the physical effects of a disaster to the public, the environment, and property. Volume I also include the following homeland security specific activities:
 - ◆ Homeland Security State Strategy
 - ◆ Program Capability Review
 - ◆ Annual Enhancement Plan
 - ◆ NIMS Compliance Program
 - *Volume II: Emergency Operations Plan*, which is also referred to as the Basic Plan, describes in broad terms the organization used by the State to respond to emergencies and disasters. The EOP is supplemented by ESF Annexes, SAs, and IAs. It describes common management functions, including areas of common to most major emergencies or disasters such as communications, public information, and others.
 - *Volume III: Relief and Recovery* provides guidance, process, and rules for assisting Oregonians with recovering from the effects of a disaster. It includes procedures to be used by government, businesses, and the public.
- **Cascadia Subduction Zone Catastrophic Operations Plan** – The plan describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.
- **State Debris Management Plan** – The plan provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.

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- **State Recovery Plan** – The plan provides a framework for State agencies to facilitate and coordinate recovery operations after a disaster event.
- **State Emergency Alert System Plan** – The plan is the FCC-mandated document outlining the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for Oregon State broadcasters and cable television operators, and state and local entities authorized to use EAS to determine - distribution of the President's message, mandated and optional monitoring assignments, and participation by the national weather service and local and state emergency agencies.

1.5.3 County Plans

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

- Lincoln County Multi-Jurisdictional Natural Hazard Mitigation Plan and annexes
 - Includes Depoe Bay, Lincoln City, Newport, Siletz, Toledo, Waldport, Yachats
- Lincoln County Health and Human Services Health Annex
- Lincoln County Community Wildfire Protection Plan (CWPP)
- Department and Office Continuity of Operations Plans (COOP)

1.5.4 City and Tribal Plans

Similar to the County, the Cities, and Confederated Tribes of Siletz Indians within the County have developed plans that establish an Emergency Management Organization for the jurisdiction. Every City has developed an EOP that is consistent with this plan and, to the extent practical, the County will coordinate regular update of this plan with City and Tribe EMOs to ensure consistency across planning efforts.

1.5.5 Support Agency Plans

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

1.5.6 Regional Emergency Plans

The County partners in regional planning efforts, including:

- OEM Region 1 Regional Debris Management Plan

1.6 Authorities

1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the County to establish an Emergency Management Organization (EMO) and appoint an Emergency Manager who will be responsible for the organization, administration and operation of the EMO.

The County EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the County EOP.
- Manage and maintain the County EOC from which County officials can coordinate emergency and disaster response activities.
- Establish an incident command structure for management of incidents by all local emergency service agencies.
- Coordinate with County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

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

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

Table 1-4 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

1. Introduction

Table 1-4 Legal Authorities	
Federal	
–	Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
–	Public Law 107-296 The Homeland Security Act of 2002
–	Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
–	Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
–	Presidential Policy Directive 8: National Preparedness (2008)
–	Federal Emergency Management Agency (FEMA) Policy <ul style="list-style-type: none"> ○ Crisis Response and Disaster Resilience 2030 (January 2012) ○ FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011) ○ FEMA Administrator’s Intent (2015-2019) ○ FEMA Incident Management and Support Keystone (January 2011) ○ FEMA Publication: 1 The Federal Emergency Management Agency (November 2010) ○ FEMA Strategic Plan 2011-2014 ○ National Disaster Recovery Framework (September 2011) ○ National Incident Management System (December 2008) ○ National Preparedness Goal (September 2011) ○ National Response Framework (January 2008)
–	National Disaster Housing Strategy (January 2009)
State of Oregon	
–	Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management
–	Oregon Revised Statutes (ORS) 279B.080 – Emergency Procurements
–	ORS 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency
–	ORS 401 Emergency Management and Services
–	ORS 402 Emergency Mutual Assistance Agreements
–	ORS 403 Public Safety Communications System
–	ORS 404 Search and Rescue
–	ORS 431 State and Local Administration and Enforcement of Health Laws
–	ORS 433 Disease and Condition Control; Mass Gatherings; Indoor Air
–	ORS 476 State Fire Marshal; Protection from Fire Generally
–	ORS 477 Fire Protection of Forests and Vegetation
Lincoln County	
–	Ordinance # 502 Relating to Emergency Services

1. Introduction

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476.510 to ORS 746.610 (the Oregon State Emergency Conflagration Act).

See Appendix D for existing mutual aid agreements.

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

1.7 Emergency Powers

1.7.1 General

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

- Diverting funds and resources to emergency operations to meet immediate needs.
- Authorizing implementation of local emergency plans and implementing extraordinary protective measures.
- Receiving resources from organizations and individuals initiated through mutual aid and cooperative assistance agreement channels.
- Providing specific legal protection for actions initiated under emergency conditions.
- Setting the stage for requesting State and/or federal assistance to augment local resources and capabilities.
- Raising public awareness and encouraging the community to become involved in protecting its resources.

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

1.7.2 Lincoln County Emergency Declaration (Disaster) Process

The County may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State, or federal disaster assistance. To declare a state of emergency, the Emergency Manager will request a regular or special meeting of the BOC to request a declaration of emergency or immediately declare an emergency in writing.

A declaration by the BOC will be effective in accordance with the terms of the resolution declaring the emergency.

A declaration shall:

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, as well as the portion of the affected area lying within County boundaries.
- Estimate the number of individuals at risk, injured, or killed.
- Describe the actual or likely damage caused by the emergency.
- State the type of assistance or resources required to respond to the emergency.
- Estimate the length of time during which the designated area will remain in an emergency status.
- State the specific regulations or emergency measures imposed as a result of the declaration of emergency.

The declaration of emergency will be written based upon the best information available at the time. It may be amended, based upon additional information or changes in the situation. County Counsel shall be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If State or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required.

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

- **EOC Director:** Present the package to BOC.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).

1. Introduction

- **Planning:** Provide situation and resource summaries; conduct a windshield survey, Initial Damage Assessment, and Preliminary Damage Assessment (PDA).
- **Logistics:** Compile and submit resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

See Appendix H for sample Declaration of Emergency forms.

1.7.3 Delegation of Authority

The County may determine during the response phase that a Declaration of Authority is necessary to transfer authority to another entity or Incident Management Team to coordinate a portion of the response; i.e., transferring the right or obligation to act on behalf of a department, office, agency, or jurisdiction. The process of granting authority to carry out specific functions is called the delegation of authority.

Delegation of authority:

- Grants authority to carry out specific functions.
- Is issued by the chief elected official, chief executive officer, or agency administrator in writing or verbally.
- Allows the Incident Commander to assume command.
- Does NOT relieve the granting authority of the ultimate responsibility for the incident.

A delegation of authority is needed:

- If the incident is outside the Incident Commander's jurisdiction.
- When the incident scope is complex or beyond existing authorities.
- If required by law or procedures.

Authorization: The Emergency Operations Center Director and/or Emergency Manager will request a regular or special meeting of the BOC to submit a written Delegation of Authority request for approval.

Required elements: When issued, delegation of authority should include:

- Legal authorities and restrictions.
- Financial authorities and restrictions.

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- Reporting requirements.
- Demographic issues.
- Political implications.
- Agency or jurisdictional priorities.
- Plan for public information management.
- Process for communications.
- Plan for ongoing incident evaluation.

The delegation should also specify which incident conditions will be achieved prior to a transfer of command or release.

Receipt of Delegation of Authority: Lincoln County, Lincoln County Sheriff's Office, Lincoln County Public Health, Lincoln County Public Works/Road Department or any County Department or Office could be the recipients of a Delegation of Authority from another jurisdiction within Lincoln County, i.e., incorporated City, Tribe, Special Road District, etc. If no form is provided from the requesting entity, then the Lincoln County Legal Counsel will prepare a Delegation of Authority using the Lincoln County form as a template.

See Appendix H for sample Delegation of Authority forms.

1.7.4 State Assistance

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

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

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1.7.5 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support State and local jurisdictions when requested by the Governor.

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

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-5 presents the policy and operational lines of succession during an emergency for the County. Order of succession guidelines for emergency coordination and emergency policy and governance are maintained by the Emergency Manager.

Emergency Coordination	Emergency Policy and Governance
1. Emergency Manager or designee 2. Administrative Lieutenant 3. On-Duty Sheriff’s Sergeant	1. Chair of the Board; 2. Vice-Chair 3. Remaining Commissioner; 4. Sheriff; 5. County Counsel; 6. Administrative Lieutenant; 7. Public Works Director; 8. Public Health Director; 9. Any Assistant County Counsel; 10. Any other elected official; 11. Any other department director.

Each County department and office is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession for each office or department can be accessed through the County BOC Office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments and offices. The Emergency Manager will act as a liaison providing assistance to department and office leadership to maintain continuity of government and operations during an emergency; County Commissioners are the primary point of contact. Individual department heads or elected officials within the County are responsible for developing and implementing COOP/COG plans to ensure continued delivery of essential functions during an emergency. This information is contained in the State provided on-line software through Bold Planning.

1. Introduction**1.8.2 Preservation of Vital Records**

The County has developed a vital records packet for use during emergency events. This packet includes records essential to executing emergency functions and includes this EOP, emergency operating records essential to the continued function of the County EMO, current call-down list, vital records inventory, necessary keys or access codes, list of primary and alternate facilities, and the County's COOP.

Each County department or office must provide for the protection, accessibility, and recovery of its vital records, systems, and equipment. These are rights and interests, records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the department's or office's ability to conduct business or carry out essential functions. Each department or office should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the County mission. This information is contained in the State provided on-line software through Bold Planning.

1.9 Administration and Logistics**1.9.1 Request, Allocation, and Distribution of Resources**

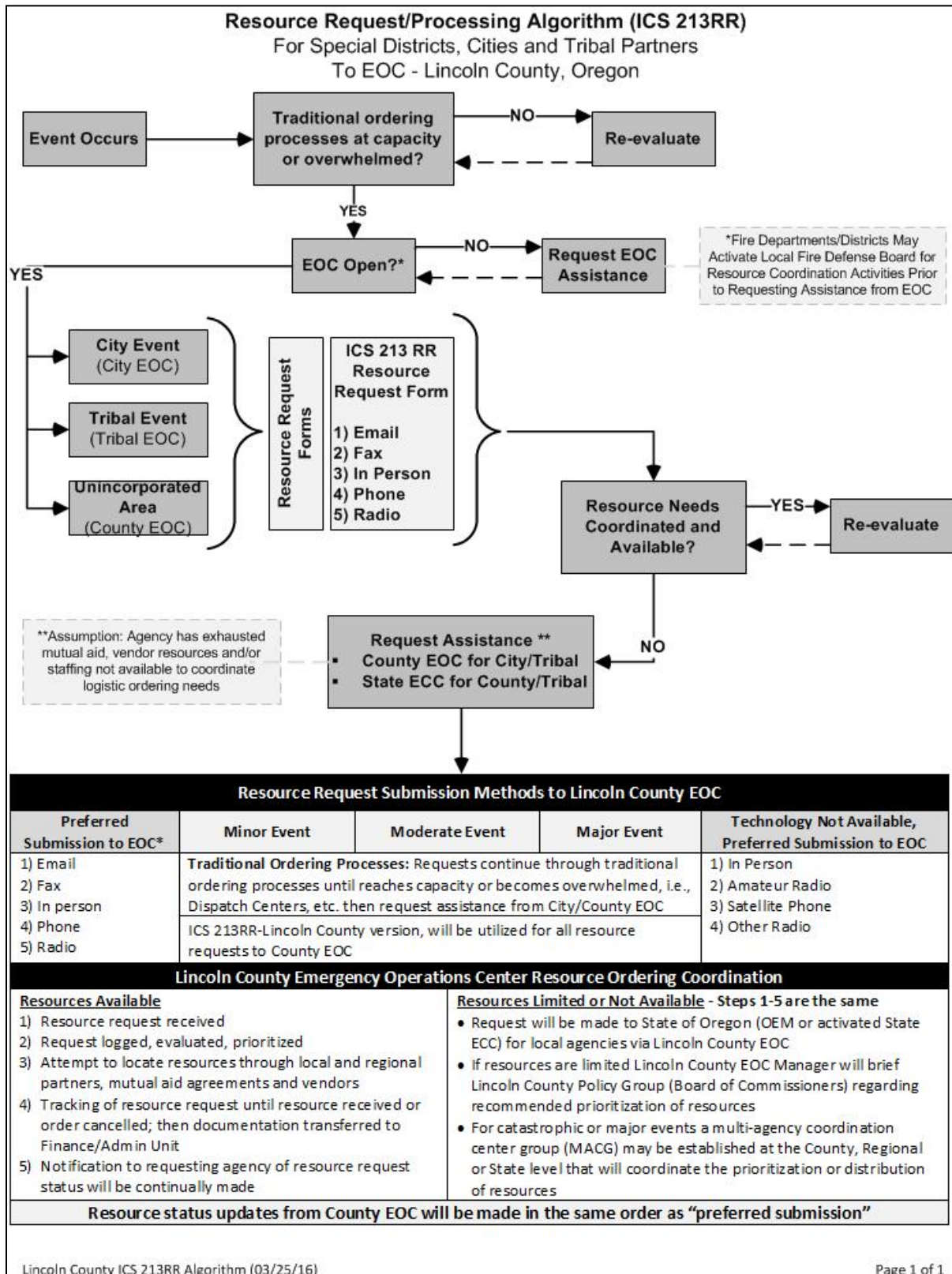
Resource requests and emergency/disaster declarations must be submitted by the County Emergency Manager, or through the County EOC, when activated, to OEM according to provisions outlined under ORS Chapter 401.

See ESF 7 – Resource Support for detailed information regarding available resources and coordination procedures established for the County.

The executives of the County's incorporated cities are responsible for the direction and control of their communities' resources during emergencies and for requesting additional resources required for emergency operations. In times of declared disasters, assistance requests may be coordinated through the County EOC, as outlined in the Lincoln County Resource Request/Processing Algorithm, if local entities are unable to obtain needed resources through their mutual aid partners, contracted services and/or volunteer organizations. The County EOC processes subsequent assistance requests to the State.

See Lincoln County Resource Request/Process Algorithm for Special Districts, Cities, and Tribal Partners. Figure 1-2

Figure 1-2 Lincoln County Resource Request/Processing Algorithm



1. Introduction**1.9.1.1 Conflagration**

In the case of emergencies involving fires threatening life and structures, the Emergency Conflagration Act (ORS 476.510 to 476.610) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations.

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

The local Fire Chief is responsible for:

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

The Fire Defense Board Chief is responsible for:

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

1. Introduction

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

- Life threatening situations (firefighter or public safety)
 - Evacuations currently taking place
 - Advisory evacuations
 - Evacuation plans in place
 - Road, highway, or freeway closure
- Real property threatened
 - Number of structures, commercial, and/or residents
 - Number of subdivisions
 - Population affected
 - Historically significant cultural resources
 - Natural resources, such as crops, grazing, timber, watershed
 - Critical infrastructure, such as major power lines
- High damage potential
 - Long-term or short-term damage potential
 - Plausible impacts on community
 - Fuel type; fire size and growth potential
 - Political situations
 - Severity, extreme behavior, and fuel conditions

Source: Oregon State Fire Marshalls Office Fire Service Mobilization Plan

1. Introduction**1.9.2 Financial Management**

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

- The BOC will meet in accordance with law to decide how to respond to the emergency funding needs.
- The BOC will declare a State of Emergency and direct the Emergency Manager to request assistance through the State.
- If a quorum of commissioners cannot be reached, and if a prompt decision will protect lives, County resources and facilities, or private property, the County Chair (or other authorized official based upon the line of succession) may act on emergency funding requests. The BOC will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Finance and Accounting Department. The Personnel Department will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests. During activation of the County EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance and Accounting Department and Treasurer's Office.

1.9.3 Legal Support and Liability Issues

Legal support during a disaster will be provided by County Counsel.

Responsibilities related to legal services include:

- Advising County Officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources
 - Establish curfews
 - Restrict or deny access
 - Specify routes of egress

1. Introduction

- Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property
 - And other emergency measures or actions as necessary to address the emergency
- Reviewing and advising County Officials in determining how the County can pursue critical objectives while minimizing potential exposure.
 - Preparing and recommending local legislation to implement emergency powers when required.
 - Advising County elected officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
 - Thoroughly reviewing and maintaining familiarity with current ORS Chapter 401 provisions as they apply to County government in disaster events.

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

1.9.4 Reporting and Documentation

Proper documentation and reporting during an emergency are critical for the County to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. County staff will maintain thorough and accurate documentation throughout the course of an incident or event.

Incident documentation should include:

- Incident and damage assessment reports
- Incident Command logs
- Cost recovery forms
- Incident critiques or After-Action Reports (AARs)

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

1.10 Safety of Employees and Family

All department heads and elected officials (or designees) are responsible for the safety of their employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Departments and offices with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow the required procedures established by each department and office.

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

Procedures addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak are included in the Health and Human Services Annex to this plan. *See Emergency Support Function 8, Public Health and Medical Services, for more details.* Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

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

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

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

2

Situation and Planning Assumptions

2.1 Situation

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

2.1.1 Community Profile

This community profile was adapted from the Lincoln County Multi-Jurisdictional Natural Hazards Mitigation Plan developed by the Lincoln County Department of Planning and Development, in coordination with the Partnership for Disaster Resilience. The plan will be updated in 2020-21. Demographic data will be updated to reflect the results of the 2020 census.

2.1.1.1 Governance

Lincoln County government provides services for public value and desire. The governance of Lincoln County is by three elected commissioners. The Board of Commissioners (BOC) manages Lincoln County affairs, in conjunction with other elected officials and department heads.

2.1.1.2 Geography and Climate

The County is located on the central coast of Oregon. Lincoln County has a land area of 979 square miles and approximately 60 miles of coastline. The population density is 47 persons per square mile. The county includes seven incorporated cities: Depoe Bay, Lincoln City, Newport, Siletz, Toledo, Waldport, and Yachats and one tribe: Confederated Tribes of Siletz Indians.

Lincoln County is rich in cultural and historical resources. With over 60 miles of coastline stretching from Cascade Head to Cape Perpetua, the County is particularly renowned for its spectacular coastal scenery and beautiful beaches. Recreational opportunities abound, especially along the County's ocean shore, fostered by abundant public access, provided by more State Parks and public waysides than in any other county in the state.

The principal landforms of the County are: The Coast Range mountains; rivers, streams, and associated floodplain alluvium; estuaries and associated tidal wetlands; headlands, ocean beaches, marine terraces, and coastal freshwater lakes.

2. Situation and Assumptions

Several freshwater lakes and marshes are present along the County's coast. Devils Lake, adjacent to Lincoln City, is the largest of the coastal lakes with an approximate surface area of one square mile. It is the focus of considerable residential and recreational activity.

The County's climate is characterized by wet winters, relatively dry summers, and mild temperatures throughout the year. Winter storms, bearing wet marine air from the North Pacific regions, reach the coast moving from southwest to northeast. These bring heavy rains during the months of October through March. Areas of the County are known to get as much as 200 inches of annual precipitation which can lead to flooding.

2.1.1.3 Demographics

As of the July 1, 2017 US Census Bureau report the following information is relative to Lincoln County, Oregon (data will be updated with 2020 census figures when available).

- Population – 48,920
- Households, 2012-2016 – 20,434
 - Persons per Household – 2.26
 - Language other than English – 7.8%
- Age Percentages:
 - Under 5 - 4.7%
 - Under 18 – 17.2%
 - Persons 65 years and over – 27.4%
- Health:
 - With disability, under age 65 years, 2012-2016 – 15.7%
- Income and Poverty:
 - Median Household Income (in 2016 dollars), 2012-2016 - \$41,303
 - Persons in Poverty – 19.6%

2.1.1.4 Economy

The county's economy is based in tourism, commercial fishing, and forestry and wood products. Nearly one third of the workforce is employed in the tourism industry. The Confederated Tribes of the Siletz Chinook Winds Casino in Lincoln City remains Lincoln County's largest employer. Newport's Yaquina Bay is home to one of the West Coast's largest and most active commercial fishing fleets.

Newport is a center for marine and oceanographic research, anchored by Oregon State University's Hatfield Marine Science Center (HMSC). In addition to the University's research and education facilities, several state and federal agencies involved in marine research and management have a sizable presence at the HMSC complex in South Beach, south of Newport.

2. Situation and Assumptions

2.1.1.5 Transportation

There is a comprehensive system of private and public roads in Lincoln County. The major public highways include Highways 101, 34, 20, 229, 18, and 180. Most of the major highways, as well as many county roads, are located along streams and rivers, or the coast. Highway 101 runs along the coast, connecting the coastal cities and communities. Highway 34 runs from Corvallis to Waldport. Highway 20 connects Corvallis to Newport. Highway 229 stretches north south and connects Toledo to Siletz and then connects to the coast and Highway 101. Highway 18 connects Lincoln City to Salem. Hwy 180 connects the Eddyville area to the Blodgett area (Benton County) and back to Hwy 20.

2.1.1.6 Annual Community Events

- Newport Seafood and Wine Festival
- Waldport Beachcomber Days
- Toledo Summer Festival
- Depoe Bay Salmon Bake, Fleet of Flowers
- Confederated Tribes of Siletz Indians Pow Wow
- Lincoln City Kite Festival
- Yachats la de da Festival
- Newport Marathon
- Parades (Newport/Gleneden Beach/Yachats)
- Run-21 Motorcycle Rally (Schooner Creek Road)
- 3rd & 4th of July celebration events (LC, Newport, Waldport, Yachats)
- Beloved Festival - Tidewater

2. Situation and Assumptions

Figure 2-1 Map of Lincoln County



2. Situation and Assumptions

2.1.2 Threat/Hazard Identification

The County may be subject to a variety of natural, technological, and human-caused hazards and threats. Lincoln County utilizes the Lincoln County Natural Hazards Mitigation Plan as a basis for the threat/hazard identification and for outline mitigation strategies to offset those threats/hazards.

The Natural Hazards Mitigation Plan, coordinated by the Lincoln County Planning Department, is updated every five years and approved by County Policy Group, State of Oregon and Federal Emergency Management Agency or FEMA. The current Natural Hazards Mitigation Plan can be found on the county website at: <https://www.co.lincoln.or.us/planning/page/natural-hazards-mitigation-plan> .

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

Table 2-1 Identified Threats/Hazards		
Natural <i>Results from acts of nature.</i>	Technological <i>Results from accidents or failures of systems and structures.</i>	Human-Caused / Adversarial Threats <i>Result from intentional actions of an adversary</i>
<ul style="list-style-type: none"> • Coastal Erosion • Drought • Earthquake • Flood • Landslide • Tsunami – Local • Tsunami - Distant • Tornado/Waterspout • Volcano • Wildfire • Windstorms • Disease Outbreak: Human • Disease Outbreak: Animal 	<ul style="list-style-type: none"> • Dam Failure • Hazardous Materials Incident • Urban Conflagration • Utility Failure • Transportation Accident 	<ul style="list-style-type: none"> • Active Shooter • Cyber Attack • Enemy Attack • Terrorist Acts <ul style="list-style-type: none"> ○ Eco-terrorism ○ Bioterrorism

See the Lincoln County Natural Hazards Mitigation Plan for more information regarding natural hazards for the area.

2. Situation and Assumptions

2.1.3 Hazard Analysis

The Hazard Analysis identifies the relative risk of the County to each of the hazards and threats described above, to ensure that high priority hazards are addressed in the County's hazard mitigation planning, emergency response, and recovery procedures. Hazards are scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard.

Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-2 2020 NHMP Probability and Vulnerability Summary

Hazard	Probability	Vulnerability
Coastal Erosion	High	Low
Drought	High	Moderate
Earthquake (Cascadia)	Moderate	High
Earthquake (Crustal)	Low	Moderate
Flood (Coastal)	High	Moderate
Flood (Riverine)	High	Moderate
Landslide	High	High
Tornado	High	Low
Tsunami (Distant)	Moderate	Low
Tsunami (Local)	Moderate	High
Volcanic Events	Low	Low
Wildfire	High	Moderate
Windstorm	High	High
Winter Storm (Snow/Ice)	High	Moderate

Table 2-2 presents the probability scores for each of the natural hazards present in Lincoln County for which descriptions are provided herein. Probability assesses the likelihood that a hazard event will take place in the future. Vulnerability assesses the extent to which people are susceptible to injury or other impacts resulting from the average occurrence of a hazard as well as the exposure of the built environment or other community assets (social, environmental, economic, etc.) to hazards. The exposure of community assets to hazards is critical in the assessment of the degree of risk a community has to each hazard. Identifying the populations, facilities and infrastructure at risk from various hazards can assist the County in prioritizing resources for mitigation and can assist in directing damage assessment efforts after a hazard event has occurred. The exposure of County assets to each hazard and potential implications are explained in each hazard section.

2. Situation and Assumptions

Community vulnerabilities are an important component of the NHMP risk assessment. Changes to population, economy, built environment, critical facilities, and infrastructure have not significantly influenced vulnerability within the unincorporated County. New development has complied with the standards of the Oregon Building Code and the county’s development code including their floodplain ordinance. For more in-depth information regarding specific community vulnerabilities see Volume II and Volume III, Appendix C.

The hazard analysis matrix involves estimating the damage, injuries and costs likely to be incurred in a geographic area over time. Risk has two measurable components: (1) the magnitude of the harm that may result, defined through the vulnerability assessment (assessed in the previous sections) and (2) the likelihood or probability of the harm occurring.

Table 2-3 2020 NHMP Hazard Analysis Matrix

Hazard	Maximum				Total Threat Score	Hazard Rank	Hazard Tiers
	History	Vulnerability	Threat	Probability			
Windstorm	20	50	100	70	240	#1	Top Tier
Winter Storm (Snow/Ice)	18	35	90	70	213	#2	
Landslide	20	40	80	70	210	#3	
Earthquake (Cascadia)	10	50	100	49	209	#4	
Wildfire	20	25	90	70	205	#5	
Tsunami (Local)	2	40	100	49	191	#6	
Flood (Riverine)	20	30	60	70	180	#7	Middle Tier
Flood (Coastal)	20	30	40	70	160	#8	
Drought	20	25	40	70	155	#9	
Coastal Erosion	20	15	30	70	135	#10	
Tornado	8	10	30	56	104	#11	Bottom Tier
Tsunami (Distant)	10	15	40	35	100	#12	
Earthquake (Crustal)	10	20	40	21	91	#13	
Volcanic Event	2	5	40	7	54	#14	

Table 2-3 presents the updated hazard analysis matrix for Lincoln County. The hazards are listed in rank order from high to low. The table shows that hazard scores are influenced by each of the four categories combined. With considerations for past historical events, the probability or likelihood of a hazard event occurring, the vulnerability to the community and the maximum threat or worst-case scenario, windstorm, winter storm, landslide, the Cascadia Subduction Zone earthquake, wildfire, and local tsunami rank as the top hazard threats to the County (top tier). Flood (riverine and coastal), drought, and coastal erosion rank in the are the next highest ranked hazards (middle tier). Tornado, distant tsunami, crustal earthquake, and volcanic event (ashfall, tephra) comprise the lowest ranked hazards in the county (bottom tier).

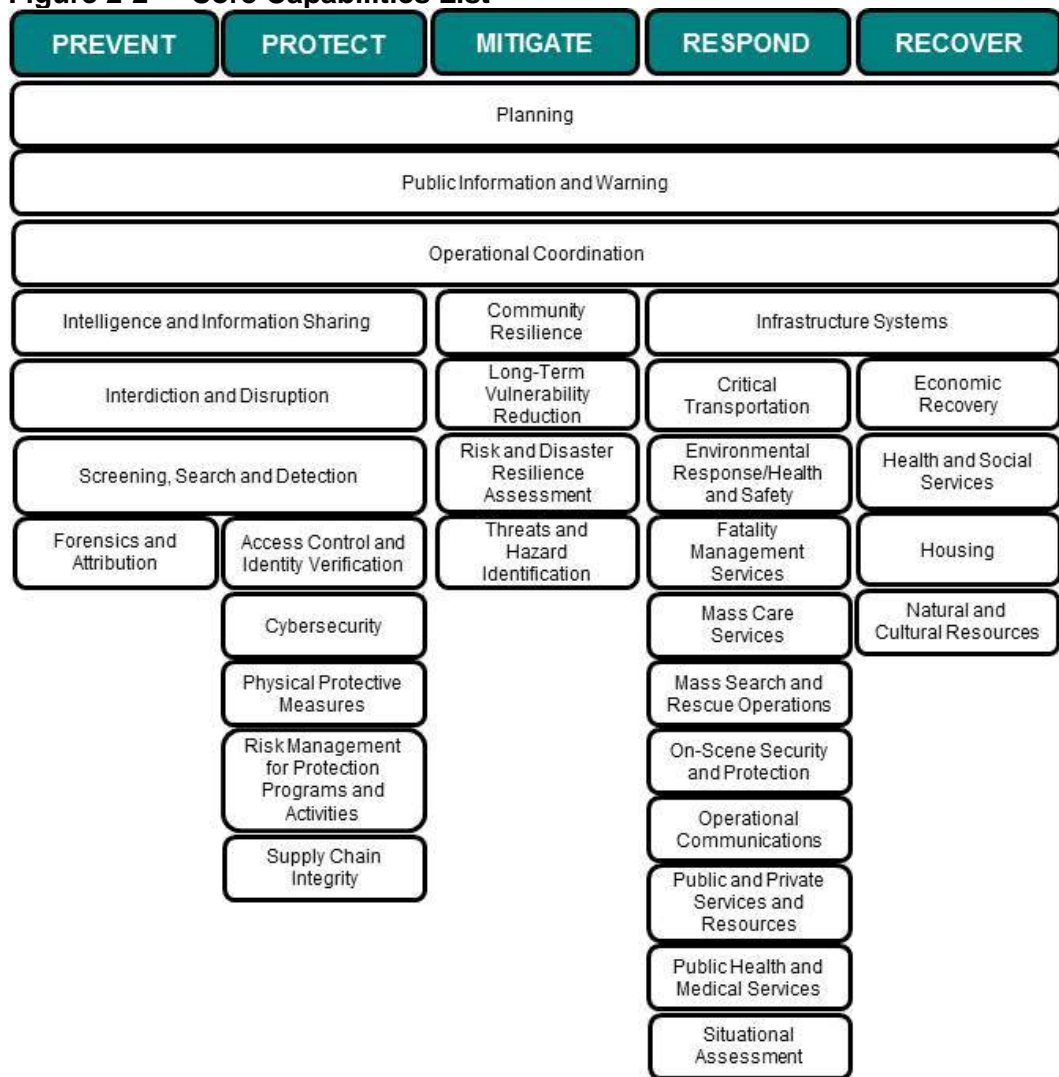
2. Situation and Assumptions

2.1.4 Capability Assessment

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

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

Figure 2-2 Core Capabilities List



2. Situation and Assumptions

2.1.5 Protection of Critical Infrastructure and Key Resources

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

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

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, offices, agencies, and administrative offices.
- Hospitals, long term care facilities (skilled nursing, assistive living, independent living), and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events
- Communications and cyber systems, assets and networks such as secure County servers and fiber optic communications lines.

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential County services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by County emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.

2. Situation and Assumptions

- Each responding County department and office will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the County may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the County could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the County. Although this plan defines procedures for coordinating such assistance, it is essential for the County to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over County resources will remain at the County level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- County communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the County can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions

2. Situation and Assumptions

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

3

Roles and Responsibilities

3.1 General

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

The County Emergency Manager is responsible for emergency management planning and operations for the area of the county lying outside the limits of the incorporated municipalities and tribal jurisdiction. The mayor or other designated official (pursuant to City/Tribal charter or ordinance) of each incorporated City/Tribe is responsible for emergency management planning and operations for that jurisdiction.

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

3.2 Emergency Management Organization

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

The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other County staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for County's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the County is made up of the Policy Group, County Department heads, Elected Officials, the County Emergency Manager, and the various primary and support agencies that support a variety of emergency functions.

3. Roles and Responsibilities

3.2.1 Policy Group

The Policy Group is responsible for the activities conducted within its jurisdiction. The Policy Group consists of the BOC, but also may include representation from other elected officials or County department leadership. County staff requested to support the Policy Group would be selected based on the incident. Key general responsibilities of the Policy Group include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction, including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
 - The jurisdiction, including persons, property, and structures
 - Access and functional needs populations, including unaccompanied children and those with service animals
 - Individuals with household pets
- Leading and encouraging all the public (including access and functional needs populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.
- Coordinating county wide pre- and post-recovery efforts.

3. Roles and Responsibilities

3.2.1.1 Board of Commissioners (BOC)

In addition to serving as the Policy Group, the ultimate responsibility for policy, budget, and political direction for the County government is borne by the BOC. During emergencies, this responsibility includes encouraging public involvement and public assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the BOC will be liaison to the community and other jurisdictions. In the event that declaration of emergency is needed, the BOC will initiate and terminate the State of Emergency through a declaration.

General responsibilities of the BOC include:

- Establishing emergency management authority by County resolution or ordinance.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a State of Emergency and providing support to the on-scene Incident Commander and Department or Office Operation Centers in requesting assistance through the County.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO)/Joint Information Center (JIC) and City/Tribal/County Leadership briefings.

3.2.1.2 County Department and Office Leadership

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

3. Roles and Responsibilities

3.2.2 County Emergency Manager

The Emergency Manager has the day-to-day authority and responsibility for overseeing the County EMO. The Emergency Manager works with the Policy Group to ensure that there are unified objectives with regard to the County's emergency plans and activities, including coordinating all aspects of the County's capabilities. The Emergency Manager coordinates all components of the County's EMO, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

- Serving as staff advisor to the BOC, other elected officials and County department heads for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory (including call-down lists).
- Ensuring the operational capability of the County EOC.
- Activating the County EOC.
- Keeping the governing body apprised of the County's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the counties, cities, state, tribal, federal, and other agencies that serve Lincoln County.
- Maintaining liaison with organized emergency volunteer groups and private agencies.
- Maintaining liaison to State agencies and State ECC

3. Roles and Responsibilities

3.2.3 Responsibilities of All Departments and Offices

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

All County departments and offices are responsible for:

- Supporting EOC operations to ensure that the County is providing for the safety and protection of the public it serves.
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department and office; this document must be made known to department and office employees, and a copy must be filed with the BOC and County Emergency Management
- Developing alert and notification procedures for department and office personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department or office, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with standard SOPs.
- Notifying the Emergency Manager or County EOC, if activated, of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other County departments and offices.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting personal and family preparedness among employees.
- Ensuring that staff complete required training (including required NIMS and ICS training).
- Dedicating staff time for participation in training exercises.

3. Roles and Responsibilities

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

3.2.4 Responsibilities by Function

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

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

■ Primary Agency(s)

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

■ Supporting Agency(s)

- Identify agencies with substantial support roles during major incidents.

3.2.4.1 Transportation

Primary Agency: Lincoln County Public Works Department and Lincoln County Transit

Supporting Agencies: Lincoln County Emergency Management, City Public Works Departments, First Student Bus Company, Oregon Department of Transportation

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the County's transportation system and infrastructure.
- Identifying temporary alternative transportation solutions that can be implemented by others when County systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of County transportation systems and infrastructure.
- Coordinating support of emergency operations activities among transportation stakeholders within the County's authorities and resources limitations.

3. Roles and Responsibilities

- Maintaining public and emergency mass transportation services as needed.

See ESF 1 – Transportation for more details.

3.2.4.2 Communications

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Sheriff's Office, City of Lincoln City Dispatch, City of Toledo Dispatch, City/County Fire Departments Districts, City Police Departments, Auxiliary Communications Service, Willamette Valley Communications Center

Alert and Warning

The County does not have direct authority over the agencies that provide dispatch services. The County receives dispatch support through Willamette Valley Communications Center, the City of Lincoln City, and the City of Toledo, and will coordinate with those agencies to ensure that agency emergency plans and procedures are aligned with the County EOP.

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, Emergency Manager, or County EOC, if activated (via the EOC Director or Public Information Officer).
- Receiving and disseminating warning information to the public and key County Officials.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Managing the County Auxiliary Communications Service (amateur radio) to support communications during an emergency.
- Managing and coordinating all emergency notifications to department heads and elected officials (e.g., during transition to continuity facilities or succession notification).
- Managing emergency notification systems:

3. Roles and Responsibilities

- Local – County - Lincoln Alerts – emergency notification system
- State – Oregon Health Authority emergency notification system
- Federal - Emergency Alert Systems, Integrated Personal Alert Warning System.

See ESF 2 – Communications for more details.

3.2.4.3 Public Works

Primary Agency: Lincoln County Public Works Department

Supporting Agencies: Lincoln County Emergency Management, Lincoln County Parks Department, City Public Works Departments, Lincoln County Solid Waste District, Public and Private Utilities, Oregon Department of Transportation

Responsibilities related to public works and engineering include:

- Conducting pre-incident and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for lifesaving and life-sustaining services.
- Coordinating repair of damaged public infrastructure and critical facilities.
- Coordinating repair and restoration of the County’s critical infrastructure.
- Coordinating disaster debris management activities.

See ESF 3 – Public Works for more details.

3.2.4.4 Firefighting

Primary Agency: Lincoln County Fire Defense Board (individual agencies listed below), Oregon Department of Forestry, U.S. Forest Service

Supporting Agencies: Lincoln County Emergency Management, Lincoln County Sheriff’s Office

Lincoln County does not have direct authority over the agencies that provide fire service within its jurisdiction but coordinates closely with area fire departments and districts to ensure adequate fire service. County fire departments/districts maintain emergency plans and procedures to provide fire prevention, suppression, and emergency medical aid to prevent loss of life, property, and damage to the environment.

3. Roles and Responsibilities

County responsibilities related to fire service include:

- Coordinating with County fire departments/districts to ensure that agency emergency plans and procedures are aligned with the County EOP.
- During fire incidents, supporting on-scene incident commanders through the County EOC.

Fire Departments/Districts in Lincoln County include the following:

- City of Newport Fire Department
- City of Toledo Fire Department
- Central Oregon Coast Fire and Rescue District
- Depoe Bay Fire District
- Newport Rural Fire Protection District
- North Lincoln Fire and Rescue District
- Seal Rock Fire Protection District
- Siletz Rural Fire Protection District
- East Lincoln County Fire Protection District
- Yachats Rural Fire Protection District
- Oregon Department of Forestry
- Federal Bureau of Land Management
- Federal United States Forest Service

See ESF 4 – Firefighting for more details.

3.2.4.5 Information and Planning

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Board of Commissioners-Health and Human Services-Public Works-Sheriff's Office-Assessor's Office-Surveyor's Office-Information Technology-Transit, City Emergency Management Departments, Confederated Tribes of Siletz Indians, Auxiliary Communications Service, Lincoln County Fire Defense Board

Emergency Operations Center

The Emergency Manager is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. County departments or offices will be requested to designate personnel who can be made available to be trained to staff the EOC during an

3. Roles and Responsibilities

emergency. Other departments or offices may be requested to provide assistance in an emergency.

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

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander(s).
- Maintaining contact with neighboring or regional jurisdictions.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into an operating condition.
- Requesting department or office representatives (by title) to report to the EOC and developing procedures for crisis training.
- Ensuring that EOC personnel operate in accordance with ICS.
- Ensuring accurate record keeping.
- Developing and identifying roles and responsibilities of staff through position checklists, ICS forms and procedures.

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

3.2.4.6 Mass Care

Primary Agency: Lincoln County Emergency Management/Public Health

Supporting Agencies: Lincoln County Health and Human Services, City Emergency Management Departments, Confederated Tribes of Siletz Indians, Lincoln County Fire Defense Board, American Red Cross, Oregon Voluntary Organizations Active in Disaster

Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining and implementing procedures for care and shelter of the displaced public.
- Maintaining and implementing procedures for the care and shelter of animals in an emergency.
- Coordinating support with other County departments and offices, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

3. Roles and Responsibilities

- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites.
- Identifying sources of clothing for disaster victims.
- Securing sources of emergency food supplies.
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

See ESF 6 – Mass Care, and ESF 11 – Agriculture and Animal Protection for more details.

3.2.4.7 Logistics

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Board of Commissioners-Finance-Personnel Department-Public Works-Facilities, City Emergency Management Departments, Office of Oregon Emergency Management, Oregon Health Authority

Logistics management and resource support activities will be coordinated through the County EOC Logistics Section, when activated. If County resources are overwhelmed, the County will seek support from mutual aid partners or request support from the State via the State ECC as described in this plan.

Responsibilities related to logistics management and resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to County departments and offices requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

3. Roles and Responsibilities

See ESF 7 – Resource Support for more details.

3.2.4.8 Health and Medical

Public Health Services

Primary Agency: Lincoln County Health and Human Services

Supporting Agencies: Lincoln County Emergency Management, Confederated Tribes of Siletz Indians, Hospitals and Healthcare Facilities, EMS Providers, Oregon Health Authority

Lincoln County Health and Human Services is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. Health and Human Services may also provide a representative to advise the Policy Group on public health issues. Relevant operations are detailed in ESF 6 – Mass Care and ESF 8 – Health and Medical.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, long term care facilities, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.
- Coordinating public health surveillance.
- Coordinating medical counter measures point of dispensing for mass prophylaxis and mass immunizations.
- Coordinating delivery and distribution of the Strategic National Stockpile or other health resources, if ordered.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and handling of human remains.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See ESF 8 – Health and Medical for more details.

3. Roles and Responsibilities

Emergency Medical Services

Primary Agency: Lincoln County Health and Human Services

Supporting Agencies: Lincoln County Emergency Management, Lincoln County Fire Defense Board, American Red Cross, County Ambulance Providers, County Hospitals, Lincoln County Medical Examiner, Oregon Health Authority

The County does not have direct authority over the agencies that provide emergency medical services or the medical facilities that receive and treat victims of emergencies. The County will coordinate with those agencies to ensure that agency and facility emergency plans and procedures are aligned with the County EOP.

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.
- Receiving, triaging, and treating victims of emergencies.
- Managing mass fatality operations.

Ambulance service providers in Lincoln County include:

- Pacific West Ambulance
- South Lincoln Ambulance Association

Area hospitals include:

- Samaritan North Lincoln Hospital
- Samaritan Pacific Communities Hospital

See ESF 8 – Health and Medical for more details.

3.2.4.9 Search and Rescue

Primary Agency: Lincoln County Sheriff's Office

Supporting Agencies: Lincoln County Emergency Management, Lincoln County Fire Defense Board, City Police Departments, United States Coast Guard, Oregon Military Department

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.

3. Roles and Responsibilities

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

See ESF 9 – Search and Rescue for more details.

3.2.4.10 Hazardous Materials

Primary Agency: Lincoln County Fire Defense Board

Supporting Agencies: Lincoln County Emergency Management, Lincoln County Health and Human Services, Lincoln County Sheriff's Office, City Police Departments, County Ports, Lincoln County Local Emergency Planning Committee, Oregon State Fire Marshal's Office Regional Hazardous Materials Team (Region 2 & 5), and Oregon Department of Environmental Quality, Oregon Health Authority, United States Coast Guard

Lincoln County does not have direct authority over the agencies that provide hazardous materials response support within its jurisdiction but coordinates closely with area fire departments and districts to ensure adequate capability. County fire departments/districts maintain emergency plans and procedures to provide defensive hazardous materials incident support and will immediately request response support from the Oregon State Fire Marshal Regional Hazardous Materials Team (Region 2 & 5).

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short-term and long-term cleanup.
- Requesting support from the Oregon Health Authority, Radiation Protection Services, for support during a radiological incident.

See ESF 10 –Hazardous Materials for more details.

3. Roles and Responsibilities

3.2.4.11 Food, Water and Other Essentials

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Health and Human Services, Public Works, State Agency Cooperators, Community Based Organizations (CBOs) and water districts

Responsibilities related to food, water and other essential needs include:

- Identifying essential needs such as, but not limited to, medicine, hygiene products, toiletries, clothing, bedding and other necessities.
- Assessing food, water and other essential needs for areas and persons impacted by disasters or emergencies. Identifying food, water and other essential resources.
- Storing food, water and other essential resources.
- Monitoring the collection and sorting of all food, water and essential resource supplies and establishing procedures to ensure they are safe for consumption and available for distribution where needed.
- Coordinating transportation of food, water and other essential resources to impacted areas and persons.

3.2.4.12 Energy

Primary Agency: Lincoln County Public Works Department

Supporting Agencies: Lincoln County Emergency Management, City Public Works Departments, Lincoln County Solid Waste District, Public and Private Utilities

Lincoln County does not have direct authority over City, public and private utilities that serve Lincoln County, but will coordinate with them to ensure that local response and restoration plans are aligned with the County EOP.

Responsibilities related to energy and utilities include:

- Coordinating with local utilities to restore and repair damaged infrastructure and accompanying systems.
- Coordinating with local utilities to reduce the risk of physical or cyber-attack on lifeline utility systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

See ESF 12 – Energy for more details.

3. Roles and Responsibilities

3.2.4.13 Military Support

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Oregon Office of Emergency Management, Oregon Military Department (Oregon National Guard)

Responsibilities related to military support include:

- Requesting, via the State ECC, support from Oregon National Guard forces and military resources in order to assist civil authorities with the protection of life and property, and to maintain peace, order and public safety.

3.2.4.14 Public Information

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Board of Commissioners-Public Information Officer-Health and Human Services-Sheriff's Office, City Emergency Management Departments, Lincoln County Fire Defense Board, Lincoln County School District, Public and Private Utilities, Confederated Tribes of the Siletz Indians

Emergency public information support activities will be coordinated through the County EOC Public Information Officer, when activated. For a more complex or multi-jurisdictional response, the County may choose to establish a Joint Information Center (JIC) to coordinate messaging.

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the County's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling inquiries from the media and the public.
- Working with non-English-speaking entities and persons to communicate with non-English-speaking communities within the County and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.

3. Roles and Responsibilities

- Coordinating, overseeing and providing information to the County Call Center, JIC and other information resources who receive requests for information and assistance from the public.

See ESF 14 – Public Information for more details.

3.2.4.15 Volunteers and Donations

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Personnel Department, City Emergency Management Departments, Community Emergency Response Team, Oregon Voluntary Organizations Active in Disaster, American Red Cross

Responsibilities related to volunteers and donations include:

- Coordinating the identification and vetting of volunteer resources.
- Matching volunteer resources and donations with the unmet needs of impacted areas.
- Maintaining a donations management system to ensure the effective utilization of donated cash, goods, and services.
- Providing guidance to personnel coordinating the management of cash donations, resources, and volunteers.
- Coordinating with the ORVOAD (Oregon Voluntary Organizations Active in Disaster) and the supporting disaster relief network.

Government-Sponsored/ Organized Volunteers

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

Unaffiliated Volunteers and Donations

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the County plan ahead to effectively incorporate volunteers and donated goods into its response activities. The County will direct unaffiliated volunteers to organized volunteer agencies such as CERT, Red Cross or the Oregon Voluntary Organizations Active in Disaster so that they may be incorporated into the response effort. If the County requires use of unaffiliated volunteers to support its operations, the Lincoln County Personnel Department will coordinate the on-boarding process.

See ESF 15 – Volunteers and Donations for more details.

3. Roles and Responsibilities

3.2.4.16 Law Enforcement

Primary Agency: Lincoln County Sheriff's Office

Supporting Agencies: Lincoln County District Attorney, Lincoln County Emergency Management, City of Lincoln City Dispatch, City of Toledo Dispatch, Lincoln County Fire Defense Board, City Police Departments, Willamette Valley Communications Center, United States Coast Guard, Area Ports, Oregon State Police

Responsibilities related to law enforcement include:

- Protecting life and property and preserving order.
- Enforcing emergency orders as needed.
- Providing law enforcement and criminal investigation.
- Providing traffic control, crowd control, and site security.
- Isolating damaged areas.
- Providing damage reconnaissance and reporting.

See ESF 16 – Law Enforcement for more information.

3.2.4.17 Agriculture and Animal Protection

Primary Agency: Lincoln County Health and Human Services & Animal Shelter/Services

Supporting Agencies: Lincoln County Emergency Management-Extension Office, Confederated Tribes of Siletz Indians

Responsibilities related to agriculture and animal protection include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Coordinating with pet-owners in protecting the safety and well-being of household pets.

See ESF 17 – Agriculture and Animal Protection for more details.

3. Roles and Responsibilities

3.2.4.18 Business and Industry

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County School District, Area Hospitals, Healthcare Facilities, Cities, Confederated Tribes of Siletz Indians, and Chamber of Commerce organizations

Coordination with business and industry will be conducted by the County EOC Private Sector Officer, when activated.

Responsibilities related to coordination with private sector partners include:

- Coordinating with business and industry partners to facilitate private sector support to response and recovery operations.
- Identifying immediate and short-term recovery assistance to business and industry partners.
- Facilitating communication between business and industry partners and the local, tribal, and state emergency management organizations.

3.2.4.19 Evacuation and Population Protection

Primary Agency: Lincoln County Sheriff's Office

Supporting Agencies: Lincoln County Emergency Management-Public Works-Transit, Lincoln County Fire Defense Board, City Police Departments, City Public Works Departments, Confederated Tribes of Siletz Indians, local Public Schools and Districts, American Red Cross, Oregon State Police

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of County departments and offices, and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control
 - Health and medical requirements
 - Transportation needs
 - Emergency Public Information materials
 - Shelter and reception location
- Developing procedures for sheltering in place.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

3. Roles and Responsibilities

- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with County policy.
- If an evacuation is instituted, notifying the Red Cross.

3.2.4.20 Community Recovery

Primary Agency: Board of Commissioners and County Emergency Management

Supporting Agencies: Lincoln County Assessor-County Counsel, Finance-Planning and Development-Treasurer/Tax Office, City Municipalities, Confederated Tribes of Siletz Indians, State of Oregon Office of Emergency Management

Coordination of recovery efforts will be conducted by the County EOC Recovery Unit Leader when activated through the County EOC or directly by the County Board of Commissioners – Policy Group.

Recovery-related responsibilities include:

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

See SA 1 – Community Recovery for more details.

3.2.4.21 Damage Assessment

Primary Agency: Lincoln County Emergency Management

Supporting Agencies: Lincoln County Assessor's Office-Public Works, Surveyor's Office-Planning and Development, City Municipalities,

3. Roles and Responsibilities

Confederated Tribes of Siletz Indians, Lincoln County Fire Defense Board, American Red Cross

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among County departments or offices with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the County's economic index, permanent tax rate, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

3.2.4.22 Legal Services

Primary Agency: Lincoln County Counsel

Supporting Agencies: Lincoln County District Attorney, Lincoln County Emergency Management, City Administrations

Responsibilities related to legal services include:

- Advising County Officials regarding the emergency powers of local government and necessary procedures for invocation of measures including but not limited to those for:
 - Implementing wage, price, and rent controls
 - Establishing rationing of critical resources
 - Establishing curfews
 - Restricting or deny access
 - Specifying routes of egress
 - Limiting or restricting use of water or other utilities
 - Removing debris from publicly or privately owned property
 - Isolating or quarantining persons due to pandemic, biohazard or similar conditions
 - Other new restrictions and procedures and/or suspension or modification of current local laws or policies to control and limit damages from the disaster or emergency

3. Roles and Responsibilities

- Reviewing and advising County Officials in determining how the County can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising County elected officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.

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

3.2.4.23 Other Agency Responsibilities

Other County department heads and elected officials did not assign a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the County EOC.

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.

3. Roles and Responsibilities

- Aiding (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

3.3.2 Community Based Organizations (CBO)

Community Based Organizations play enormously important roles before, during, and after an incident. In the County, nongovernmental/faith-based organizations such as the Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. CBO's also collaborate with responders, governments at all levels, and other agencies and organizations; they may also offer cultural and linguistic support for diverse populations who need assistance within the County.

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

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

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

- Reducing hazards in their homes and on their properties.
- Preparing emergency supply kits and household emergency plans that consider all members of the household, including children, senior family members, and pets.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

3.4 State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared

3. Roles and Responsibilities

emergency. The administrator of OEM is delegated authority by ORS 401.052 to 401.092 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

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

3.5 Federal Response Partners

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

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

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18	
	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Cyber and Infrastructure Security	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry	
Key: P – Primary S – Support																			
Lincoln County																			
Animal Services/Shelter																		P	
Assessor’s Office					S														
Board of Commissioners*							S							S					S
County Counsel*														S					
District Attorney																S			
Emergency Management	S	P	S	S	P	S	P	S	S	S	P	S	P	P	P	S	S	S	S
Finance and Accounting							S												S
Surveyor Office - GIS					S									S					
Health and Human Services					S	P	S	P		S	S			S				P	
Information Technology							S				S			S					
Medical Examiner								S											
Personnel							S								S				
Planning and Development					S														S
Public Works (Rd. Fleet Fac. SW)	P		P		S							S							
Sheriff’s Office					S				P	S				S		P			
Transit	P																		

*Board of Commissioners and County Counsel’s Office provide policy direction and support services to all facets of emergency response and therefore are not specifically identified within each annex.

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Lincoln County Cities/Tribal Nation (Depoe Bay, Lincoln City, Newport, Siletz, Toledo, Waldport, Yachats, Confederated Tribes of Siletz Indians) NOTE: These are general assumptions, not every jurisdiction has all of the departments or offices listed below, specific responsibilities are identified in that jurisdiction’s EOP.																		
Administration					S		S							S	S			S
Dispatch		S			S													
Emergency Management					S	S	S	S			S							
Fire Department		S		P				S	S	S								
Police Department		S							S	S						S		
Public Works Department	S		S									S						
Other Jurisdictional Partners and Special Districts																		
Dispatch: Willamette Valley Communications Center		S			S											S		
Fire Districts		S		P	S	S		S	S	P				S		S		
Local Emergency Planning Committee (LEPC)										S								
Public School Systems (Local, State, Federal)	S					S												
Public Utilities - Power												S						
Public Utilities - Gas			S															
Public Utilities - Telephone		S																
Public Utilities - Water			S															
Road Districts	S																	
Solid Waste District, Lincoln Co.			S									S						

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
State Regional Hazardous Materials Team – Region 2 & 5										S								
Volunteers Active in Disaster (VOAD)																		
American Red Cross (ARC)						S												
Auxiliary Communications Service (Sheriff’s Office)		S																
Public Emergency Response Team (Fire Dist., Dept.)															S			
Medical Reserve Corps (Public Health)						S		S										
Posse (Sheriff’s Office)																	S	
Search and Rescue (Sheriff’s Office)																	S	
Oregon Voluntary Organizations Active in Disaster															S			
Private Sector Partners																		
Ambulance: South Lincoln Ambulance Association								S										
Ambulance: Pacific West Ambulance								S										
Chambers of Commerce																		
Ports (Alsea, Depoe Bay, Newport, Toledo)	S									S							S	
Private Utilities - Power												S						
Samaritan North Lincoln Hospital								S										
Samaritan Pacific Communities Hospital								S										

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Transportation: First Student Transit	S																	
Community Based Organization (CBOs)						S	S				S				S		S	S
State of Oregon																		
Business Oregon																		S
Department of Administrative Services		S					S											
Department of Agriculture																		S
Department of Energy												S						
Department of Environmental Quality										S								
Department of Forestry				S														
Department of Human Services						S												
Department of Justice																	S	
Department of Transportation	S	S	S															
Office of Emergency Management					S				S					S	S			
Office of the State Fire Marshal				S					S	S								
Oregon Health Authority						S		S			S			S				
Oregon Military Department													S					
Oregon State Police																	S	
Public Utility Commission												S						
Federal																		
Department of Agriculture																		S
Department of Defense			S						S					S				
Department of Energy												S						
Department of Health and Human Services						S		S										

3. Roles and Responsibilities

Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	ESF 16	ESF 17	ESF 18
Key: P – Primary S – Support	Transportation	Communications	Public Works	Firefighting	Information and Planning	Mass Care	Resource Support	Health and Medical	Search and Rescue	Hazardous Materials	Food and Water	Energy	Military Support	Public Information	Volunteer and Donations Management	Law Enforcement	Agriculture and Animal Protection	Business and Industry
Department of Homeland Security		S	S		S	S	S		S	S				S				
Department of Interior									S								S	
Department of Justice																S		
Department of Transportation	S																	
Environmental Protection Agency										S								
General Services Administration							S											
Small Business Administration																		S
US Coast Guard	S															S		
US Forest Service				S														

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4

Concept of Operations

4.1 General

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

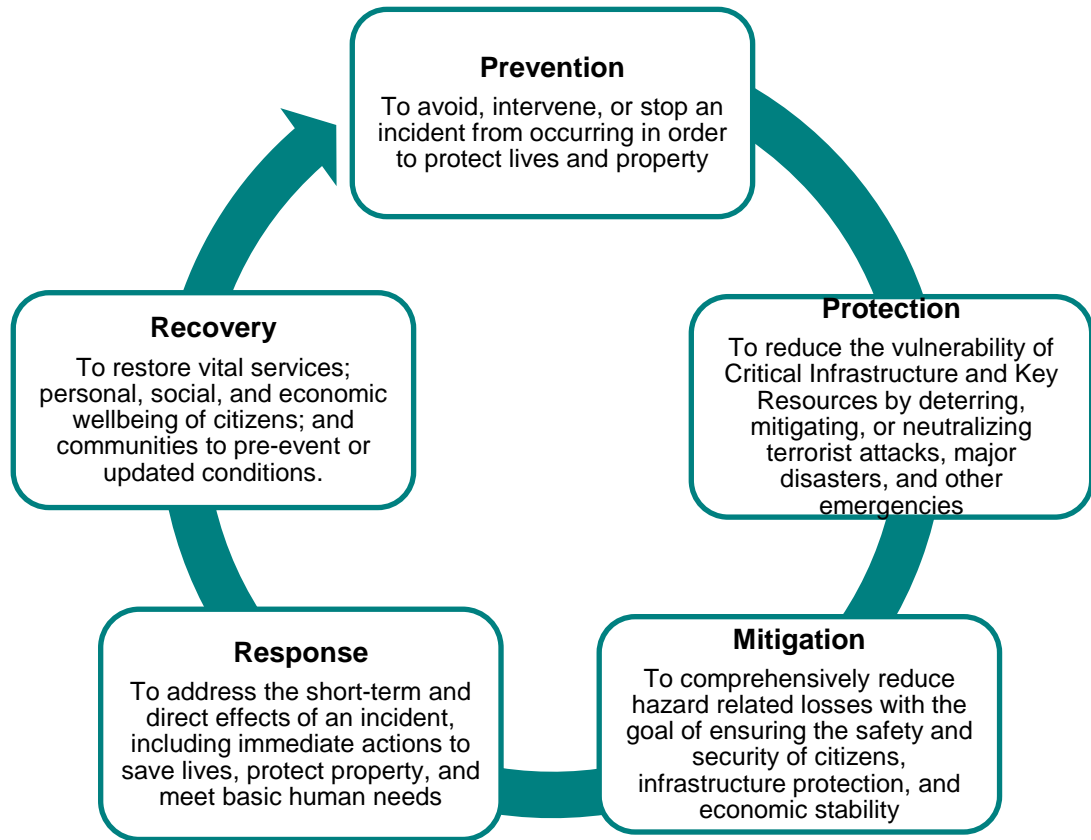
The County is responsible for emergency management and protecting life and property of the public within this jurisdiction. This EOP will be used when the County or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used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

4.2 Emergency Management Mission Areas

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

4. Concept of Operations

Figure 4-1 Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

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

1. **Lifesaving:** Efforts to save lives and operations that minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to critical infrastructure and key resources and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment.

4. Concept of Operations

4.3.2 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the County. This EOP is not a recovery plan; however, the County recognizes that response and recovery activities often take place concurrently until the life safety and emergency protective actions are completed.

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

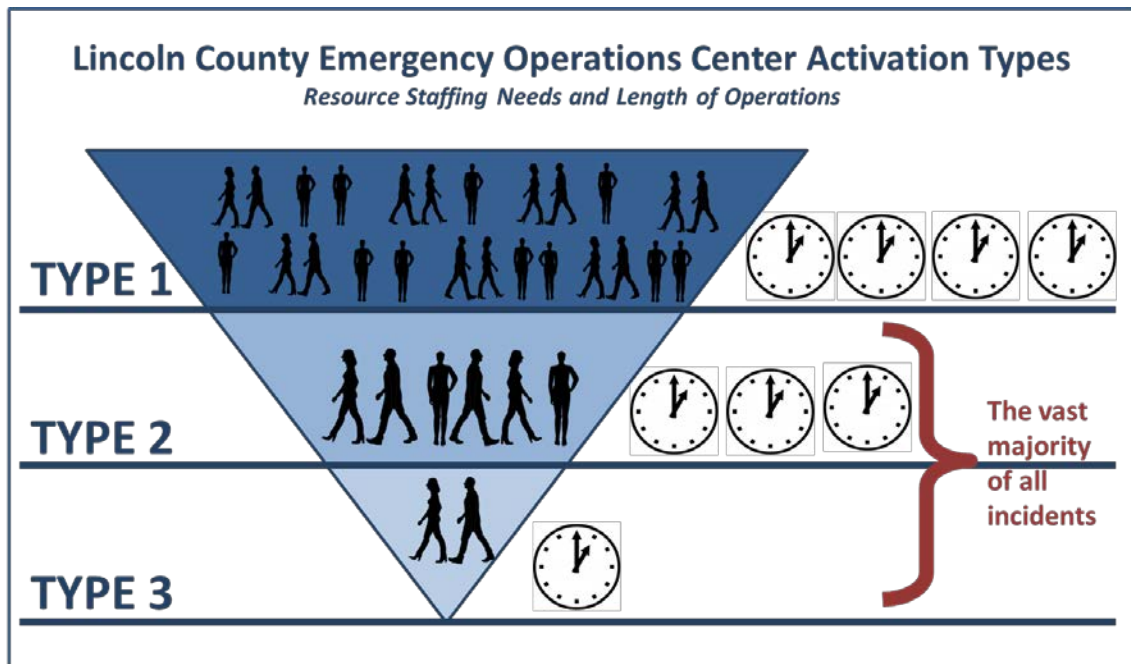
1. **Initial Damage Assessment:** Determine structure impacts to the County.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.
4. **Business/Economic Restoration:** Facilitate restoration of local economy and businesses.

4. Concept of Operations

4.4 Incident Levels

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

Figure 4-2 EOC Activation Types



4.4.1 Level 1

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

Examples of Level 1 incidents include localized flooding, small hazardous materials release, small fires, limited duration power failures, and normal fire and police response requests.

4. Concept of Operations

4.4.2 Level 2

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

Examples of Level 2 incidents include distant tsunami watches, large or multiple structure fires, structural collapse, significant hazardous materials release, severe weather events that impact transportation routes, extended power or utility outage, severe flooding affecting multiple County rivers, multi-fatality incident, or an external emergency that may affect County response agencies or operations.

4.4.3 Level 3

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

Examples of Level 3 incidents include distant tsunami warnings, hazardous weather events that result in long duration road closures or utility disruptions, significant flooding event, major explosion, major hazardous materials release, major earthquake, pandemic or biohazard, or a terrorism incident.

4.4.4 NIMS Incident Levels

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

NIMS incident level should be used during an incident where federal agencies are involved in response and recovery operations (Type 3), or where national resources are impacted (such as waters of the U.S.), requiring response from federal agencies.

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

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 2	<ul style="list-style-type: none"> ■ The incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the Operations, Command, and General Staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ■ A Type 1 incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4. Concept of Operations**4.5 Incident Management****4.5.1 Activation**

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

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

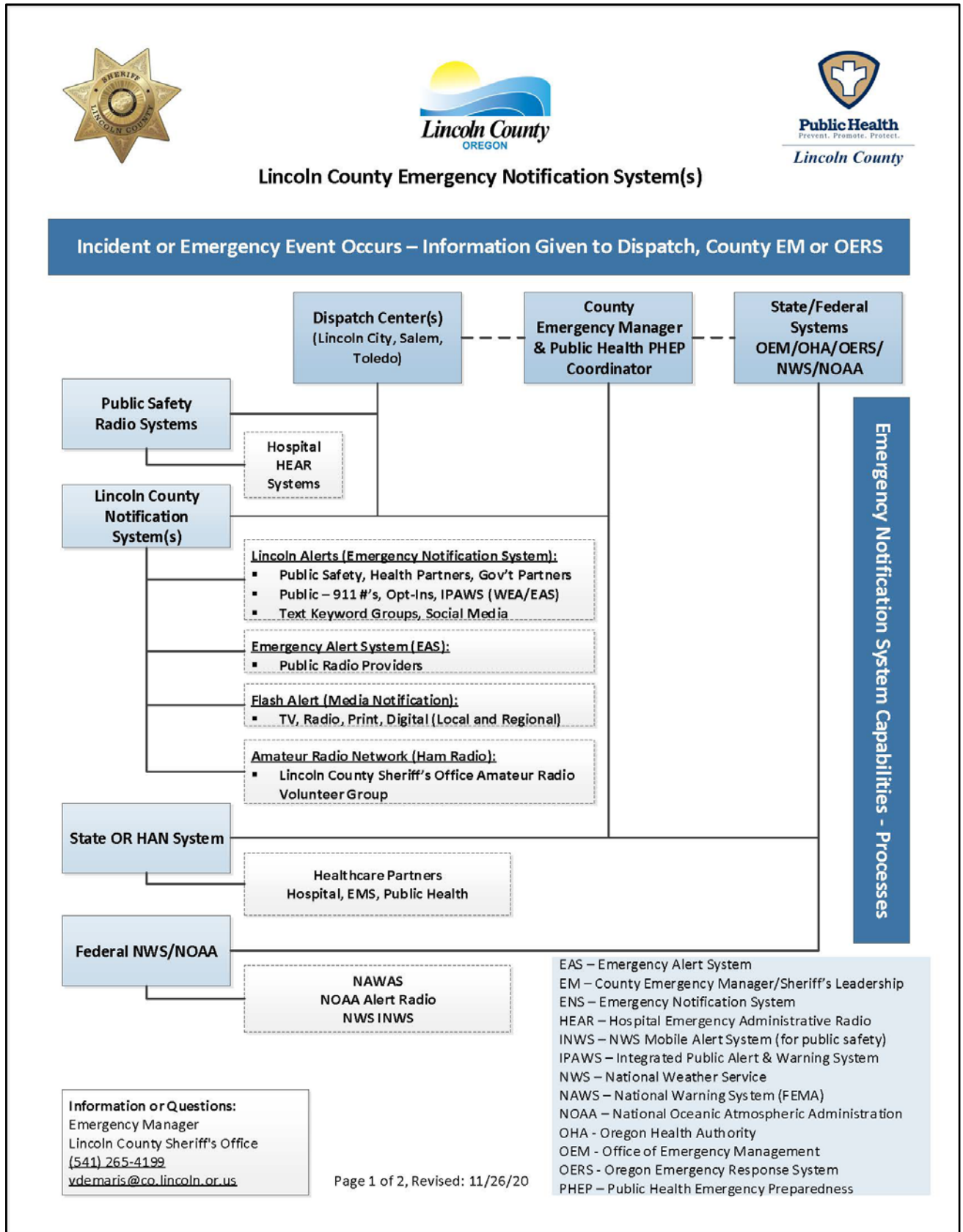
Refer to the Immediate Action Checklist at the beginning of this plan for further information on initial actions to be taken by the Emergency Manager (or designee) upon implementation of all or part of this EOP.

4.5.2 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by County personnel will be relayed to the Emergency Manager or the County EOC, if activated. The County may utilize a variety of methods to issue emergency alerts to response partners and the public. These may include use of the Emergency Notification System, Emergency Alert System, sirens, social media, door-to-door notification and other appropriate methods. ESF 2 - Communications provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration.




4. Concept of Operations

Figure 4-3 Emergency Notification Systems (pg. 1)



4. Concept of Operations

Figure 4-4 Emergency Notification Systems (pg. 2)

Lincoln County Emergency Notification System(s)
Programs and Capabilities

Lincoln Alerts:

- Community members and visitors can CHOOSE UP TO 3 ways to receive emergency notifications and communication from Public Safety, City, Tribal and County Officials for Lincoln County, Oregon.
 1. Residential and business landline numbers – automatically included, *no action needed*
 2. Mobile numbers, fax, email – *sign-up required* www.co.lincoln.or.us/alerts
 3. Text messages for community information – *sign-up required* www.co.lincoln.or.us/alerts
- Public Safety utilizes Lincoln Alerts for activations of local public safety teams, agencies and groups of critical response partners.

Emergency Alert System (EAS):

The Emergency Alert System (EAS) is used by alerting authorities to send warnings via broadcast, cable, satellite, and wireline communications pathways. EAS participants, which consist of broadcast, cable, satellite, and wireless providers, are the stewards of this important public service in close partnership with alerting officials at all levels of government. The EAS is also used when all other means of alerting the public are unavailable, providing an added layer of resiliency to the suite of available emergency communication tools. *Lincoln County has both a digital and analog access point to the EAS system to relay information through our local public radio stations.*

FEMA IPAWS and NAWAS:

- **IPAWS:** Federal, state, local, tribal, and territorial alerting authorities can use IPAWS-Integrated Public Alert & Warning System and integrate local systems that use Common Alerting Protocol (CAP) standards with the IPAWS infrastructure. IPAWS provides public safety officials with an effective way to alert and warn the public about serious emergencies using the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio, and other public alerting systems from a single interface. *Lincoln County has access to these notification resources through a digital portal within our Lincoln Alerts system.*
- **NAWAS:** The National Warning System (NAWAS) is a 24-hour continuous private line telephone system used to convey warnings to Federal, State and local governments, as well as the military and civilian population. *Lincoln County has 2 access points – Willamette Valley Communications Center and County Emergency Operations Center.*

Oregon Health Authority (OHA) – OR HAN:

OHA has the ability to disseminate information or critical information via phone, text, fax and email to local and regional health partners and advocates. *Lincoln County is a subscriber to the OHA emergency notification system for our critical health partners and local public safety officials.*

NOAA – National Weather Service:

- **NOAA Weather Alert Radios:** NOAA Weather Radio All Hazards (NWR) is a nationwide network of radio stations broadcasting continuous weather information directly from the nearest National Weather Service office. NWR broadcasts official Weather Service warnings, watches, forecasts and other hazard information 24 hours a day, 7 days a week.
- **INWS – Mobile Alert System for Public Safety:** Public Safety Officials can receive mobile alerts directly from the National Weather Service feature.

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4. Concept of Operations

4.5.3 Communications

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

County response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each department and office and as appropriate in the County's emergency notification system. Notification of external partners will be coordinated through the County EOC as appropriate. *See ESF 2 - Communications for more details.*

4.5.3.1 Interoperability

Interoperability is the ability of public and private agencies, departments, offices and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communications systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

See ESF 2 – Communications for more details.

4. Concept of Operations

4.5.4 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and serves as the basis for conducting effective emergency alert and warning (when an incident alert is not received by an outside agency). Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

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

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

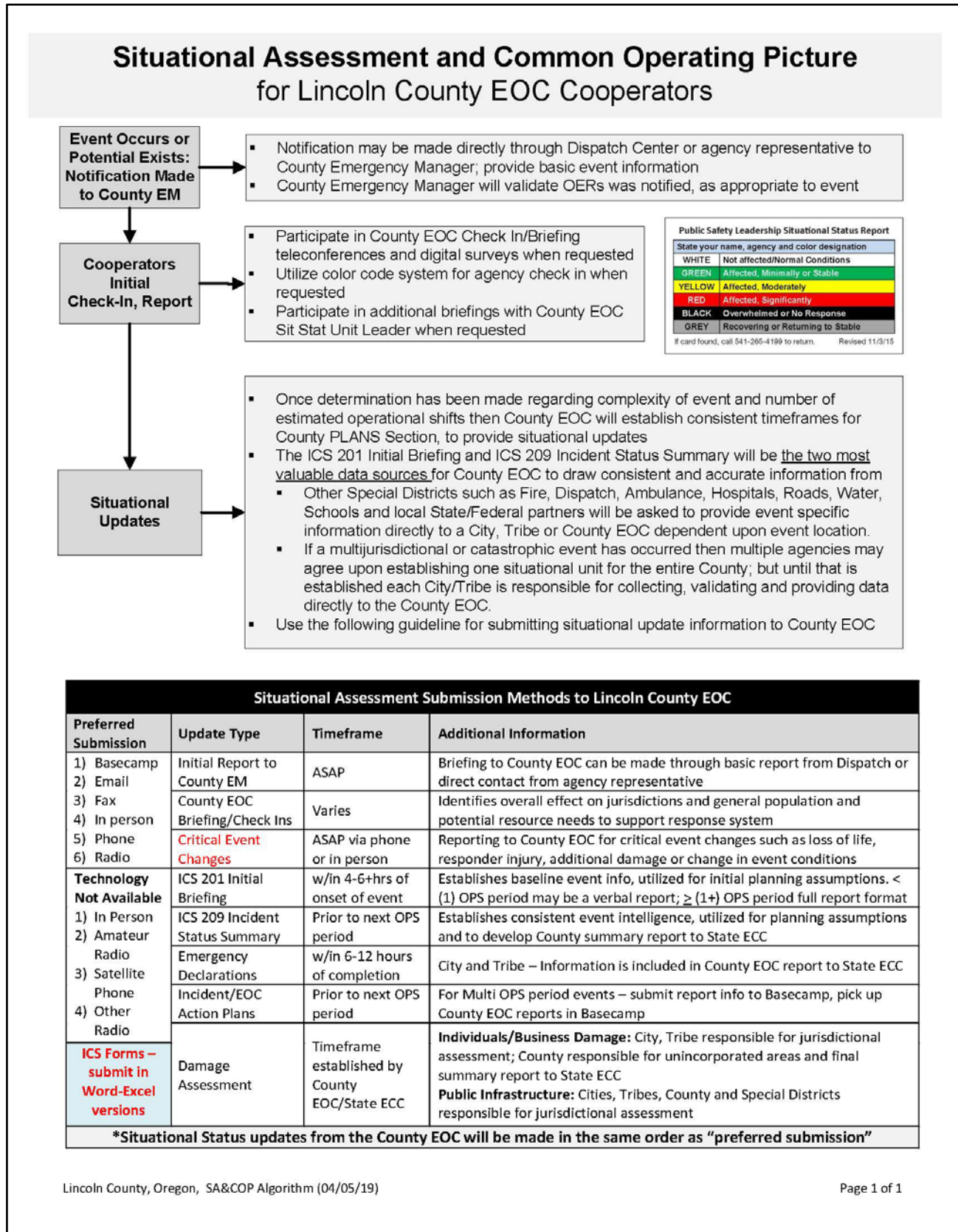
If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the lead County law enforcement agency will notify the Oregon Terrorism Information Threat Assessment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

In a large-scale public health response, the County Public Health Communicable Disease section will take the lead on situational awareness and reporting.

See ESF 5 – Information and Planning for more details.

4. Concept of Operations

Figure 4-5 Situational Assessment and Common Operating Picture



4. Concept of Operations

4.5.5 Resource Management

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

- Deploy resources according to the following priorities:
 1. Protection of life (responders and the public)
 2. Protection of responding resources
 3. Protection of public facilities
 4. Protection of private property
- Distribute resources in accordance with State/Federal guidelines when issued, i.e., pandemic personal protective equipment/supplies and medical supplies.
- Distribute resources so that the most benefit is provided for the number of resources expended. A multi-agency coordination group (MACG) can be created to assist with prioritization of limited resources supplies.
- Coordinate public appeals for assistance through the PIO at the EOC or Joint Information Center (JIC). Refer to JIC Annex.
- Activate mutual aid agreements as necessary to supplement local resources.
- When all local resources are committed or expended request additional support through mutual aid partners or the State ECC.

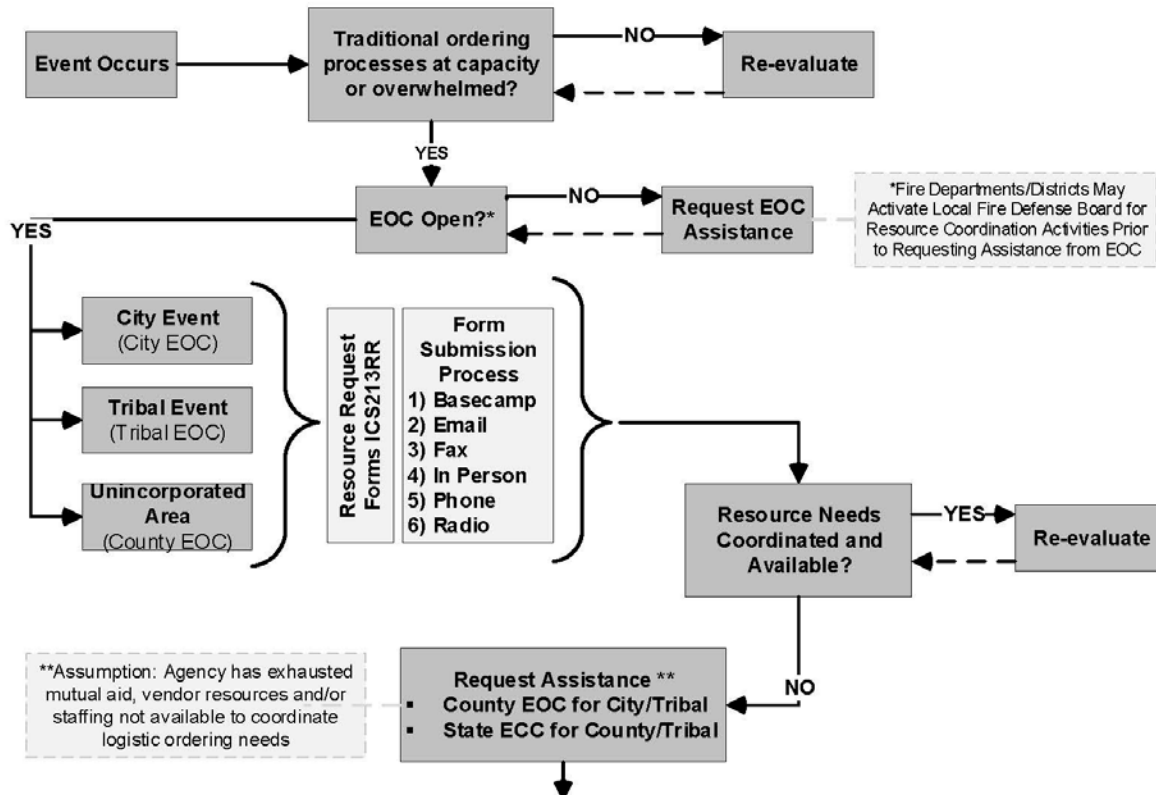
Lincoln County has developed several tools to assist with resource coordination:

- Resource request algorithm to outline resource ordering processing for response and jurisdictional entities within Lincoln County. Included in this algorithm is the preferred delivery of resource requests to the County EOC and the preferred form.
- Resource ordering forms (digital/hardcopy) for general ordering of equipment, supplies and personnel
- On-line, digital ordering forms that can be developed, and revised based on the event and items to be ordered

Lincoln County may be requested to utilize state ordering forms, processes and supply burn rate calculations for large scale responses by the State or Federal government. Figure 4-6 Resource Request/Processing Algorithm

Figure 4-7 Resource Request Form (ICS 213RR)

Resource Request/Processing Algorithm (ICS 213RR) for Lincoln County EOC Cooperators



Resource Request Submission Methods to Lincoln County EOC				
Preferred Submission to EOC*	Minor Event	Moderate Event	Major Event	Technology Not Available, Preferred Submission to EOC
1) Basecamp 2) Email 3) Fax 4) In person 5) Phone 6) Radio	Traditional Ordering Processes: Requests continue through traditional ordering processes until reaches capacity or becomes overwhelmed, i.e., Dispatch Centers, etc. then request assistance from City/County EOC ICS 213RR-Lincoln County version, will be utilized for all resource requests to County EOC			1) In Person 2) Amateur Radio 3) Satellite Phone 4) Other Radio
Lincoln County Emergency Operations Center Resource Ordering Coordination				
Resources Available 1) Resource request received 2) Request logged, evaluated, prioritized 3) Attempt to locate resources through local and regional partners, mutual aid agreements and vendors 4) Tracking of resource request until resource received or order cancelled; then documentation transferred to Finance/Admin Unit 5) Notification to requesting agency of resource request status will be continually made		Resources Limited or Not Available - Steps 1-5 are the same • Request will be made to State of Oregon (OEM or activated State ECC) for local agencies via Lincoln County EOC • If resources are limited Lincoln County EOC Director will brief Lincoln County Policy Group (Board of Commissioners) regarding recommended prioritization of resources • For catastrophic or major events a multi-agency coordination center group (MACG) may be established at the County, Regional or State level that will coordinate the prioritization or distribution of resources		
Resource status updates from County EOC will be made in the same order as "preferred submission"				

4. Concept of Operations

4.5.5.1 Resource Typing

The County utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. County response personnel and support staff should be trained and exercised using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

4.5.5.2 Credentialing of Personnel

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

See ESF 7 – Resource Support for more details.

4.5.6 Volunteers and Donations

The County will work in coordination with other local governments and volunteer agencies to maximize the use of affiliated and unaffiliated volunteers.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the Logistics Section will coordinate and manage volunteer services and donated goods through the County EOC, with support from community- and faith-based organizations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards. Elements of the County's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the County EOC to address volunteer and donations management, including coordination with neighboring jurisdictions and the State's donation management system.
- Implementation of a system for tracking and utilizing volunteers and donations (including cash contributions).
- Coordination with State and local volunteer agencies and the Oregon Community Organizations Active in Disaster.
- Establishment of facilities such as a warehouse and volunteer reception center.
- Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.
- Communications support such as coordination of a call center and public information.

4. Concept of Operations

- Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

See ESF 15 – Volunteers and Donations Management for more details.

4.5.7 At-Risk Populations

4.5.7.1 Access and Functional Needs Populations

Access to emergency services shall be provided to all in need regardless of their station or status. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

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

- Individuals who are deaf or hard of hearing
- Individuals with limited English proficiency
- Children and the elderly
- Individuals without transportation
- Individuals with special dietary needs
- Individuals who experience physical disabilities

Access and Functional Needs Populations within the County have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the County EMO will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in formats accessible to Access and Functional Needs Populations.

4.5.7.2 Children and Disasters

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

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

4. Concept of Operations

4.5.8 Protection of Animals

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

See ESF 17 – Agriculture and Animal Protection for more details.

4.5.9 Demobilization

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

The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times.
- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Director.
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Director.
- Repair and maintenance of equipment, if necessary.

The Emergency Manager, with advice from EOC Director and/or on-scene Incident Commander, and for longer duration and larger scale emergencies in consultation with the Policy Group, will determine when a state of emergency no longer exists, emergency operations can be terminated, and normal County functions can be restored.

4.5.10 Transition to Recovery

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

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the

4. Concept of Operations

County can concentrate on long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

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

The County BOC in conjunction with local City/Tribal Leadership will coordinate the economic and business recovery efforts.

5

Command and Control

5.1 General

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

During a County-declared disaster, control is not relinquished to State authority but remains at the local level for the duration of the event.

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., fire, law enforcement, public works), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the Emergency Manager and request assistance from the County EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with other response agency leads. *The term on-scene Incident Commander can also be interchanged with Department Operations Center (DOC) Leadership for internal county departments such as Public Health, Public Works/Roads Department etc., that require assistance from the County Emergency Operations Plan/Center.*

5.3 Emergency Operations Center Support to On-Scene Operations

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

5. Command and Control

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

5.4 Emergency Operations Center

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

5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the Emergency Manager, who may assume or designate the role of EOC Director. While the on-scene Incident Commander retains tactical control of the incident, the EOC Director may assume responsibility for coordinating and prioritizing County resources in support of emergency operations.
- The EOC Director will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- The EOC Director will also notify the BOC as to whether they need to assemble as a Policy Group to provide strategic policy direction.
- Emergency operations will be conducted by County departments or offices augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors. County, State, and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads, elected officials and organization leaders are responsible for assigned emergency functions, as outlined in the ESFs.
- The EOC may, as appropriate, operate on a 24-hour basis.
- The Emergency Manager will immediately notify OEM upon activation of the County EOC through the OERS at 1-800-452-0311. Periodic updates will be issued to the County for the duration of County EOC activation.

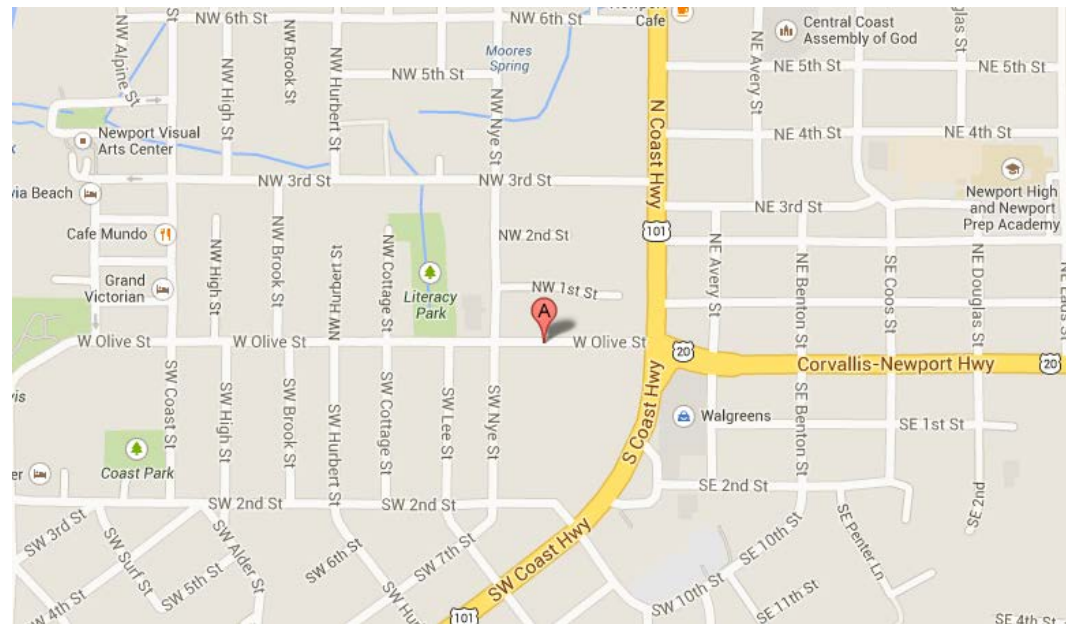
5. Command and Control

5.4.2 Emergency Operations Center Location

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

Lincoln County Courthouse
 225 West Olive Street, Suite 103 or 110
 Newport, Oregon 97365

Figure 5-1 Primary EOC Location

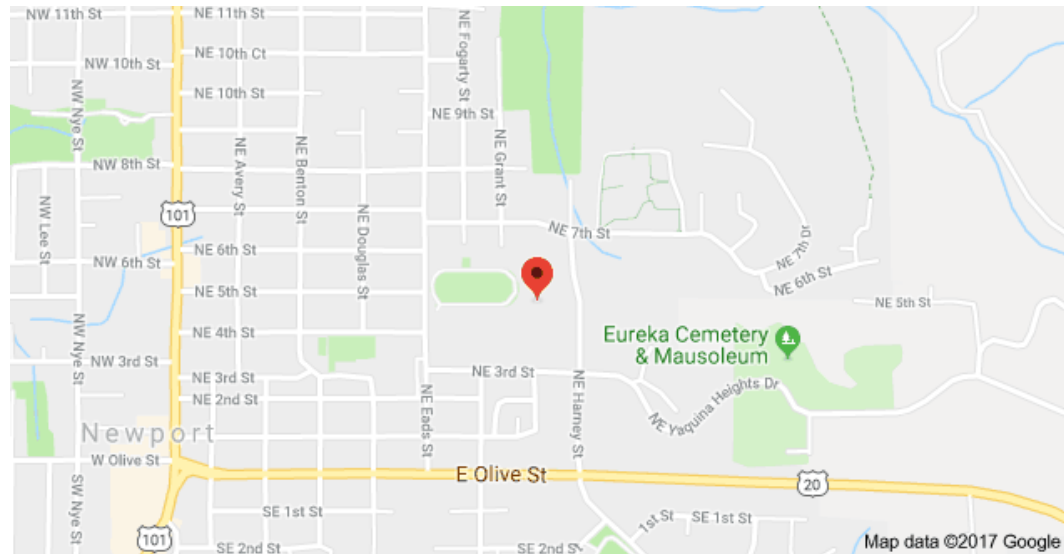


If necessary, alternate **locations** for the County EOC are:

Large scale response:
 Lincoln County Commons (Fairgrounds)
 633 NE 3rd Street
 Newport, OR 97365

Small scale response:
 Lincoln County Jail/Corrections – Admin Conf Room
 252 SW Olive Street
 Newport, OR 97365

5. Command and Control

Figure 5-2 Alternate EOC Location – County Commons (Fairgrounds)

The location of the EOC can change, as required by the needs of the incident. Coordination and control for County emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Director will designate an alternate facility or establish a mobile command post.

5.4.3 Emergency Operations Center Staffing

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

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

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

5.4.4 Access and Security

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

5. Command and Control**5.4.5 EOC Coordination Resources**

The County utilizes several mechanisms to coordinate the management of the Emergency Operations Center:

- Technology – online programs
 - Smartsheets
 - Base Camp
 - Everbridge
 - Bold Planning - COOP
- Equipment and Supplies
- Forms (hardcopy and digital)
- Telecommunications
- Job Aid Folders
- Mutual Aid Agreements
- State ECC – Ops Center incident management software for reporting to the State and/or requesting resources from the State

The County Emergency Manager is responsible for training EOC staff on the use of software and other technology, and a User's Manual is maintained in the County EOC. Technical support can be accessed through the OEM Ops Center via state.

5.4.6 Deactivation

Each incident will be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the EOC Director.

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

The EOC Director has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. As with initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager.

5. Command and Control

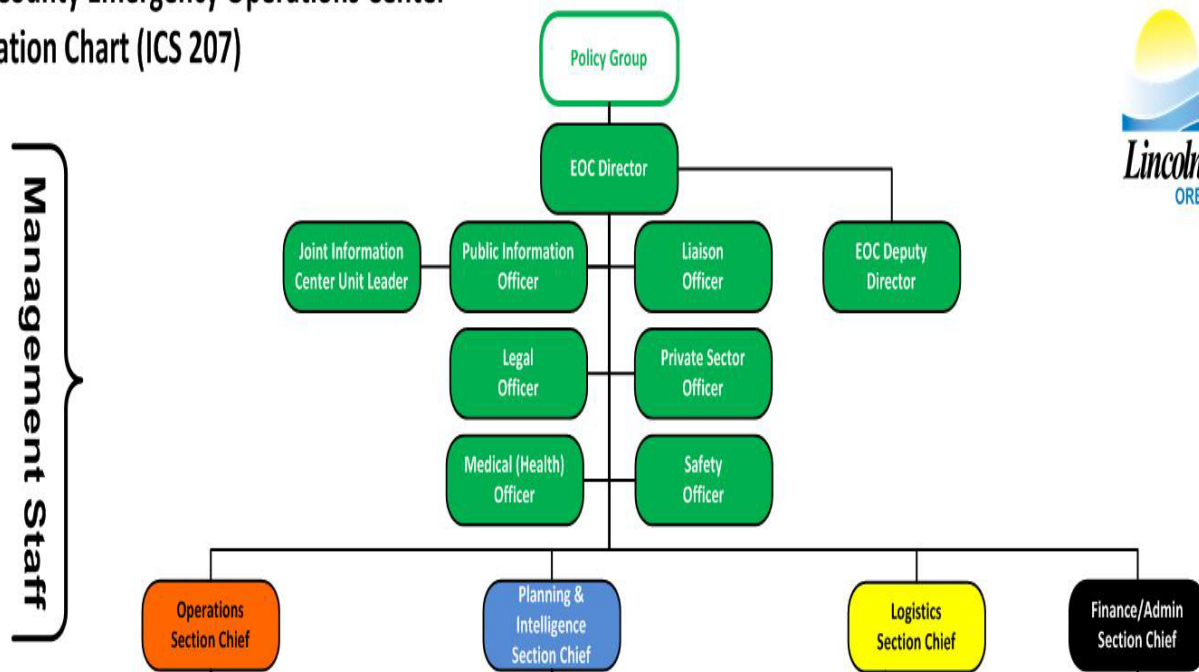
5.5 Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The County will utilize ICS to manage resources and activities during an emergency response, in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-4).

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

Figure 5-4 EOC Incident Command System Structure

Lincoln County Emergency Operations Center Organization Chart (ICS 207)



5. Command and Control**5.5.1 EOC Director**

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

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.
- Coordinating activities supporting in support of emergency operations.
- Approving release of information through the PIO.
- Performing the duties of any and all positions if not delegated or staffed.
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Director may change to meet the needs of the incident.

5.5.2 Emergency Operations Center Command Staff**5.5.2.1 Safety Officer**

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

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Director, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

5. Command and Control**5.5.2.2 Public Information Officer**

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

- Developing and coordinating release of information to incident personnel, media, county and public safety, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, coordinating the JIC.
- Coordinating the activation of the County Call Center directly and/or through JIC Coordinator.
- Implementing information clearance processes with the EOC Director.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Director, government officials, and stakeholders.

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

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5.5.3 Emergency Operations Center General Staff**5.5.3.1 Operations Section Chief**

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

- **Fire** - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- **Public Works** - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- Private entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:
 - Grass roots social media support for situational awareness, as well as identifying and connecting resources to the public in need
 - Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP.
 - Managing field response activities
 - Directing implementation of unit operational plans
 - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

5.5.3.2 Planning Section Chief

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

5. Command and Control

- Collecting and evaluating information and distributing incident information through status summaries.
 - For terrorist incidents, liaise with the OTFC.
- Maintaining resource status.
- Preparing and disseminating the IAP including developing alternatives for tactical operations
- Conducting planning meetings.

5.5.3.3 Logistics Section Chief

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

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

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

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

5. Command and Control

5.5.4 Unified Command

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

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

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

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

5. Command and Control

5.5.5 Area Command

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

- Sets overall incident-related priorities:
 - De-conflicts incident management objectives with other ICS organizations and established policies.
 - Allocates critical resources according to incident-related priorities.
 - Identifies critical resource needs and reports them to the EOCs.
- Conducts oversight:
 - Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
 - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.5.6 Multi-Agency Coordination

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

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Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-examined whenever a new senior elected, or appointed official takes office and readopted at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the Lincoln County Emergency Manager and will include participation by members from each of the departments or offices assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

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

Recommended changes should be forwarded to:

ATTN: Emergency Manager
Lincoln County Courthouse
225 West Olive Street, Suite 103
Newport, Oregon 97365
Electronic changes may be submitted to
lcemergencymanagement@co.lincoln.or.us

6.2 Training Program

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

The Emergency Manager will make recommendations for training opportunities to the Sheriff's Office Leadership for County personnel and will distribute announcements for local and regional training offerings to local Cooperators.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the County (see minimum training requirements in Table 6-1). The Emergency Manager maintains records and lists of training

received by County personnel and County-authorized volunteers. Training requirements apply to all Lincoln County employed first responders, personnel who will work in and/or support the County EOC and response volunteers to include first-line supervisors, middle management, and Command and General Staff, as well as:

- Policy Group
- Public Information Officers
- Law enforcement personnel
- Public works/utility personnel
- Public health
- Skilled support personnel
- Other emergency management response personnel
- Support/volunteer personnel at all levels

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

6.3 Exercise Program

The County will regularly conduct exercises to test and evaluate this EOP. The County will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the County will use Homeland Security Exercise and Evaluation Program procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can on federal resource website.

The Emergency Manager will work with County departments and offices to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After-Action Reporting

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

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

6.5 Community Outreach and Preparedness Education

The County maintains an active community preparedness program and recognizes that public preparedness and education are vital components of the County’s overall readiness and will promote as many educational opportunities, including in person and web-based opportunities, as reasonably possible. Information and activities will be provided in a manner reflecting the County’s cultural and linguistic populations.

Information about the County’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the County’s emergency management website at: www.co.lincoln.or.us

6.6 Funding and Sustainment

It is a priority of the County to fund and maintain an EMO that ensures the County's ability to respond to and recover from disasters. The Emergency Manager will work with the BOC, County department heads and elected officials, and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the BOC is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.
- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.