4. Roles and Responsibilities

Agencies within the community have varying day-to-day operations and will continue to do so during emergency operations. This section assigns responsibilities specific to a disaster or emergency to specific departments and agencies.

4.1   General

County agencies and response partners may have various roles and responsibilities throughout a major emergency or disaster'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 CCDM Director is responsible for disaster management planning and operations for the area of the County lying outside the limits of the incorporated municipalities.

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

4.2   Disaster Management Structure

Roles and responsibilities of individual staff and agencies are described throughout this plan to further clarify the County's Disaster Management Structure.

Depending on the size or type of incident, the Disaster Management Director may delegate the authority to lead response and recovery actions to other County staff. Additionally, some authority to act in a major emergency or disaster may already be delegated by ordinance or by practice. As a result, the organizational structure for the County's disaster management program can vary depending upon the location, size, and impact of the incident. The Disaster Management Structure for the County is divided into two general groups, organized by function—1) The Disaster Policy Group and 2) County Departments and Agencies.

4.3   Disaster Policy Group

The Disaster Policy Group is comprised of members with emergency legal authorities and subject matter expertise. This is an informal and flexible grouping of senior public officials, including the BCC Chair, County Administrator, Disaster Management Director or designee, Sheriff or designee, Fire Defense Board Chief or designee, County Counsel, and County Department Heads including Public and Government Affairs Director, County Risk Manager, key impacted partners, and subject matter experts as deemed appropriate by the core group.

The purpose of the group is to provide direction for high-level policy issues. EOC Command elevates policy issues to the Disaster Policy Group, including, but not limited to:

- Policy-level decisions, including fiscal authorizations, presented for consideration.
- Coordination with other executive authorities which may include regional partners.
- High-level conflict resolution.
- Strategic policy and direction for resumption of normal County operations and community recovery priorities.

The Disaster Policy Group is apprised of situations and major operations but is not directly engaged in tactical response operations. Meetings of the Disaster Policy Group are convened when the County Administrator, Disaster Management Director or EOC Command requests that the group assemble.

Key general responsibilities of the Disaster Policy Group include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary organizations, and community partners.
- Leading and encouraging local leaders to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local preparedness, response, recovery, and 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 whole community:
    - The jurisdiction, including persons, property, and structures
    - DAFN populations, including unaccompanied children and those with service animals
    - Individuals with household pets
- Leading and encouraging all residents (including DAFN populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

4.3.1 Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the BCC. During emergencies, this responsibility includes encouraging community involvement and 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 BCC will provide elected liaison with the community and other jurisdictions. In the event that declaration of emergency is needed, the County will initiate and terminate the state of emergency through a declaration by the BCC. General responsibilities of the BCC include the following:

- Establishing emergency management authority by County resolution.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a state of emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

4.3.2 County Administrator

The County Administrator is responsible for Continuity of Government (COG), overall direction of County Administrator emergency operations, and dissemination of public information, including the following tasks:

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

4.3.3 Clackamas County Disaster Management Director

The Disaster Management (DM) Director has the day-to-day authority and responsibility for overseeing disaster management programs and activities. The DM Director works with the Disaster 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 DM Director coordinates all components of the local disaster management program, including assessing the availability and readiness of local resources most likely required during an incident, and identifying and correcting any shortfalls. In particular, the DM Director is responsible for the following:

- Serving as staff advisor to the BCC and County Administrator 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 material resources as well as emergency 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 County and OEM.
- Maintaining a liaison with organized emergency volunteer groups and private agencies.

4.3.4 County Department Heads

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

4.4   All Tasked County Departments and Agencies

County departments are an integral part of the disaster organization. They are responsible for supporting emergency preparedness, response, and recovery objectives, and play a leading role in the Emergency Support Function (ESF) to which they are assigned. All County departments provide staff to the EOC to coordinate people, resources, and information, to manage an incident that occurs within the County, and to communicate emergency efforts between departments and/or jurisdictions. While some departments' staff comprises emergency response personnel, the majority of County departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public. The sections below outline the designated responsibilities for each of the County departments, and program areas within departments that play a key role in emergency response. Not all departments/divisions are listed because not all have a primary or supporting role in coordination of emergency response; however, all departments are expected to support the County when called upon to do so. Details for department staff roles and responsibilities in the EOC are defined in the EOC position descriptions.

Key responsibilities of all County Departments and Agencies include:

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

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

4.4.1 Tasks of Primary and Supporting Agencies

The County has identified primary and supporting agencies and community partners to ensure ESF-related activities are performed in an efficient and effective manner during all phases of the emergency management cycle. This document does not relieve tasked agencies of the responsibility for emergency planning, and agency plans should adequately provide for the capability to implement their assigned tasks.

- **Primary County Agency.** One County agency is assigned as the primary agency based on the agency's 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 work with supporting agencies to manage capabilities and resources to support ESF-related activities.
- **Supporting County Agency(s) -** County agency(s) are assigned as supporting agencies if they might play a substantial support role during incidents based on their capabilities and resources.
- **Community Partners –** May be assigned tasks if they meet one or more of the following criteria: the organization's self-defined mission includes emergency response (e.g., disaster relief nonprofit organizations); the organization receives formalized tasking by governmental agencies (e.g., American Red Cross); the entity's jurisdictional authority, or the entity's resources and capabilities.

Roles and responsibilities for state and federal agencies are identified in the State of Oregon Emergency Operations Plan and National Response Framework, respectively.

4.5   Responsibilities by Department and Agency

County Counsel The Office of County Counsel provides legal advice and representation to Clackamas County, to its associated service districts such as the Clackamas County Development Agency and Tri-City Service District, and to their officers and employees acting within the scope of their employment. The Office of County Counsel provides legal advice to the County, its associated service districts both before an incident, after EOC activation, and following deactivation of the EOC and rescission of an emergency declaration.

Clackamas Fire District #1 The Clackamas County Fire District #1 (CCFD#1) is the primary fire district in the County responsible for managing fire operations within the County during emergency response efforts. This includes the immediate first responder effort to manage any fires, as well as the management of a safe scene, recognition of potential hazardous materials, public safety on scene, and many other responsibilities. CCFD#1 will coordinate all response efforts through the Clackamas County Emergency Operations Center (EOC). The EOC will serve as a main coordination point for when requesting fire response or emergency medical services assistance from neighboring jurisdictions.

The Clackamas County Fire Defense Board (FDB) consists of rural fire districts, city fire departments, Clackamas County Disaster Management, wildland fire agencies, and other officials. The FDB is composed of 11 fire districts and two fire departments that serve the County, providing firefighting, emergency medical services (EMS), search and rescue and fire prevention services. The fire districts are Aurora, Canby, Clackamas Fire District #1, Colton, Estacada, Hoodland, Molalla, Monitor, Sandy, Silverton, and Tualatin Valley Fire & Rescue, with the cities of Gladstone and Lake Oswego served by city fire departments.

Fire services also include the provision of Emergency Medical Services, providing life-saving medical care. Ambulance transport services for most of the County are provided by American Medical Response by contract with the County. Canby Fire District and Molalla Fire District provide ambulance services in the two remaining Ambulance Service Areas. Fire EMS personnel will work in coordination with AMR to meet the needs of the incident in the event that Fire EMS is overwhelmed. A CCFD#1 representative, or a member of the Fire Defense Board, may be appointed to serve in either Unified Command or in the Fire Branch of the Operation Section in the EOC, dependent upon the situation.

Communications/911 (CCOM/LOCOM)
Clackamas County is served by two Public Safety Answering Points in Clackamas Communications (CCOM) and Lake Oswego Communications (LOCOM), which are responsible for establishing, monitoring, and maintaining emergency communications networks. Both CCOM and LOCOM dispatch police, fire, and emergency medical service (EMS) responders to 911 callers within the County.

During an emergency, CCOM will activate the Everbridge (Public Alerts) system and page the Duty Officer to assist with sending emergency notifications to residents. CCOM may be involved in disseminating emergency alerts as requested by the on-scene Incident Commander, EOC Unified Command. A CCOM representative will be appointed to serve as a Liaison to the EOC, and coordinate with the Public Information Officer on communications as necessary during an emergency.

County Administration
Clackamas County is governed by the Board of County Commissioners (BCC), and composed of five commissioners elected to four-year terms. The County Administrator is the chief administrative officer of the County and reports directly to the BCC. Thirteen (13) departments are headed by appointed officials administratively aligned under the Administrator, with six (6) other departments headed by elected officials (Assessor, Clerk, District Attorney, Justice of the Peace, Sheriff, and Treasurer). The BCC will act as a liaison between the community and the EOC and advise EOC Unified Command on issues related to policy.

Disaster Management
The Office of Disaster Management (DM) is responsible for coordinating all emergency management operations in the County, addressing the elements of preparedness, mitigation, response, and recovery. DM will monitor developing or occurring hazardous events, evaluate the need for activation of the EOC or DOCs, confer with department representatives, and issue notifications for EOC activation. DM will coordinate with state and federal emergency response agencies. In the EOC, the Director of Disaster Management will serve in Unified Command, overseeing all emergency operations for the County and providing direction and guidance in decision-making. DM is responsible for training staff for the Public Inquiry Center (PIC) before emergencies.

Medical Examiners
The Medical Examiner's office is responsible for investigating all instances of human death by homicide, suicide, accident, injury, hazardous substance, during custody, or if otherwise sudden or suspicious. The Chief Medical Examiner is responsible for requesting the activation of the mass fatality plan, and staff members are responsible for managing the incident scene and/or morgue operations.

Finance The Finance Department is responsible for overseeing all expenditures related to emergency management and response operations, including tracking and documentation necessary for recovery reimbursement purposes including personnel time tracking during emergency operations, and establishing procedures for employing temporary personnel for disaster operations. Finance will provide department representatives to staff the Finance Section of the EOC. Department representatives will utilize established procedures and protocols to fit the needs of emergency operations. Finance will also provide staffing to the Procurement Unit in the Logistics Section in the EOC using established procedures and protocols for purchasing, but may develop procedures as necessary to support emergency operations.

> **Facilities Management** Facilities Management and Finance will provide department representatives to staff the Logistics Section of the EOC. This includes the management of a warehouse system for distribution of resources. Facilities Management will minimize impact to county facilities and infrastructure and work with the EOC to ensure a safe and secure place to operate.

Health, Housing and Human Services (H3S)

The Health, Housing & Human Services (H3S) Department is comprised of several program areas. Divisions that play a key role in response and are charged with coordinating or supporting an emergency support function are listed below.

> **Behavioral Health** Behavioral Health is responsible for coordinating mental health and emotional supports with consultation via the crisis and support line. Behavioral Health ensures mental health crisis intervention and emotional support, as well as provides services to clients in community residential facilities. Behavioral Health coordinates with the Public Information Officer to develop emergency behavioral health information for dissemination to employees and the public. Behavioral Health provides emotional support and resources for emergency workers and coordinates delivery of critical incident stress debriefings, as appropriate. In the EOC, Behavioral Health provides staff to the Human Services Branch of Operations, and serves as a liaison to other groups/organizations with the capability of providing behavioral health and emotional support services in the County. Behavioral Health serves as the lead agency in developing follow-up treatment plans or proposals for crisis counseling programs.

> **Health Centers** Clackamas Health Centers' priority in the event of an emergency is to ensure the safety and wellbeing of our patients/clients and staff, and to maintain medical, behavioral health, and dental services to our patients by providing access to critical medications, and acute-care medical services that can be provided in an ambulatory setting. Health Centers is a supporting agency to Public Health during emergencies, and will provide coordination, staffing, and implementation of points-of-distribution of vaccines/other critical medications or health services in an emergency situation following guidance from local public health.

> **Public Health** During an emergency, Clackamas County Public Health Division (CCPHD) serves as the local lead agency in any incident involving an outbreak of infectious disease (including pandemic influenza, foodborne illness, vaccine-preventable disease or emerging infectious disease), a bioterrorism event (although the FBI would be the overall

lead agency) and any emergency response actions primarily affecting the health and wellness of the population of Clackamas County.

When CCPHD is the local lead agency, and when the County Emergency Operations Center (EOC) is activated, the Public Health Director or designee will act as the primary Incident Commander in the County's EOC.

CCPHD will support the efforts of Disaster Management and the County's EOC to successfully coordinate multi-agency response to, recovery from, and mitigation of the incident. In all major and catastrophic events, key CCPHD staff will integrate into the County's EOC. CCPHD will maintain a registry of pre-identified and pre-credentialed medical volunteers (e.g., Medical Reserve Corps).

CCPHD has the legal authority and responsibility for managing public health incidents such as bioterrorism or a pandemic that threatens or impacts the residents of the County. They will share incident management (i.e. unified command) with local and/or federal law enforcement officials when the public health incident creating the threat or impact involves terrorism or other criminal action. The incident may originate from one or more of the following sources:

- Communicable disease
- Vector-borne disease
- Food-borne illness
- Water-borne illness
- Toxins of biological origin
- Intentionally caused disease (bioterrorism)

CCPHD will assume a supporting agency role when adverse health threats or impacts result from other incidents such as:

- Natural disasters (e.g., floods, fires, earthquakes, and volcanic eruptions)
- Technological disasters (e.g., intentional or accidental hazardous material incidents and significant power outages)

Social Services Social Services focuses on restoring normalcy through key community services/activities, such as child and elder care, temporary housing, and transportation. Social Services provides resources and information via the Information and Referral line, including resources for housing, food, and basic needs for households and individuals. Additionally, Social Services plans and coordinates with community partners to set up emergency shelter spaces, while also coordinating emergency transportation service through County partners. Social Services works closely with community partners to increase accessibility and reach the most vulnerable populations to provide social services. When the EOC is activated, Social Services provides staff to the Operations Section to manage and support the Human Services Branch.

Public and Government Affairs Public and Government Affairs (PGA) manages public information, government relations and community engagement within the County and in partnership with the Regional Joint Information Systems. PGA appoints staff to assume the Liaison Officer position within Command in the EOC. The Liaison Officer serves as the point of

contact for cities and special districts, to relay and receive information and important updates during emergencies. PGA leads the Public Information Section in the EOC and establishes Joint Information Centers as appropriate. As defined in the PIO Position Description, PGA will manage all media inquiries. The department will leverage existing cable and video resources to amplify communications efforts.

Sheriff's Office
The Clackamas County Sheriff's Office (CCSO) is responsible for law enforcement operations and terrorism prevention within the County. CCSO is the lead law enforcement agency in the County and provides contract services for the cities of Estacada, Happy Valley, and Wilsonville. The following cities have their own municipal police departments: Canby, Gladstone, Lake Oswego, Milwaukie, Molalla, Oregon City, Sandy, and West Linn. CCSO Deputies will respond to the immediate threats and dangers associated with any emergencies in the county. CCSO will support emergency operations including, but not limited to, traffic control, prevention of threats, protection of population, evacuation, wellness checks, and damage assessment. A CCSO representative will be appointed to serve in the Public Safety Branch of the Operations Section, or in the Liaison Section of Command, depending on the situation.

Technology Services
The Technology Services (TS) Department is responsible for the integrity, availability, and confidentiality of Clackamas County's critical infrastructure during an emergency. Technology Services may lead technical support during EOC activation. TS supports critical applications such as incident management software to manage emergency operations within the County and its local jurisdiction. If incident management software becomes unavailable, technology services will coordinate an alternative solution. TS will perform monitoring, incident response, risk, and threat mitigation of critical systems. TS may provide staff, services, and resources to the Communications Unit within the EOC.

Transportation and Development (DTD)
The Department of Transportation and Development (DTD) is comprised of several program areas. Divisions that play a key role in response are listed below.

Building Codes
The Building Codes Program provides permitting, plan review and inspection services under authority delegated by the State of Oregon Building Codes Division regarding work performed under the State of Oregon Specialty Codes (structural, mechanical, electrical, and plumbing). Clackamas County services as the authority having jurisdiction for the unincorporated areas, the cities of Gladstone, Canby, Molalla, Barlow, Rivergrove and Johnson City; and provides selected services to other cities by contract or default. In an emergency, Building Code inspectors provide post-disaster building safety evaluations (including posting placards). The County's Building Official has the ability to declare dangerous buildings and provides building assessment information for use in the EOC. The Building Official also has the ability to request mutual aid from regional jurisdictions following terms as outlined in existing intergovernmental agreements.

County Parks and Forestry
County Parks and Forestry oversee County park and forest lands, including overnight camping in select parks from May through October of each year. County Parks and Forestry have resources that could be utilized for response/recovery efforts such as campgrounds, outdoor gathering areas, and large

open areas for staging of assets. Staff also have extensive experience with methods and handling various equipment required to maintain outdoor areas.

County Fair The County Fairgrounds, under direction of the Fair Board, operates the Clackamas County Fair & Event Center year-round. The Fair has assets that can be accessed for response/recovery efforts, such as structures for both people and animal sheltering, large open spaces for RVs and camping, community gathering points and spaces ample to host public health activities such as vaccination clinics and points of distribution (PODs). A Fair Management Agreement between Clackamas County and the Fair provides a pre-established agreement under which emergency use of the Fairgrounds can be facilitated.

Dog Services Dog Services provides dog sheltering, stray care, adoptions, and lost and found services. In partnership with Disaster Management, Dog Services plans and coordinates animal evacuation, sheltering, and care services in a major emergency or disaster, focusing on public education, planning, and emergency response. In a disaster, Dog Services will be responsible for sheltering stray dogs and reuniting those dogs with their owners. Dog Services will coordinate with social services to support domestic animals at congregate shelters. Dog Services will provide staff to the EOC for support in the Operations Section, and coordinate with the Animal Multi-Agency Coordination Group, depending on the incident, for other animal needs including supporting livestock during emergencies.

Economic Development Economic Development is responsible for identifying short-term recovery assistance to business and industry partners. Activities include coordinating with business and industry partners to facilitate support of response and recovery operations. Depending on the emergency, Business Recovery Centers may be activated and would be supported by Economic Development.

Fleet Services Fleet Services is responsible for vehicle and equipment management, maintenance and repairs, fueling services, vehicle acquisitions and dispositions, and the shared motor pool program. Fleet Services is a supporting division in DTD for transportation and public works-related issues. In an emergency, Fleet Services will maintain contact with departments that depend on vehicles to provide emergency services to ensure that vehicles are available, and that maintenance and operational needs of the departments are met. Fleet Services is responsible for supporting the DOC in Transportation and Development, or the EOC if activated. Fleet Services staff may be assigned to the EOC to assist in coordinating emergency transportation services, or to Logistics to coordinate requests for and delivery of fuel to partners within Clackamas County and neighboring jurisdictions. Fleet will coordinate with EOC Logistics to support Fuel needs during incidents.

Sustainability and Solid Waste The Sustainability and Solid Waste Division (S&SW) is responsible for organizing public and private solid waste haulers and disposal sites. In an emergency, S&SW coordinates with Transportation Maintenance to manage debris clearance. S&SW activates existing partnerships with waste haulers to keep the solid waste system functioning, while Transportation Maintenance coordinates the assessment and clearance of debris on roadways throughout the unincorporated area of

the County. S&SW may provide staff to support the EOC during response and recovery operations.

Transportation Maintenance. The Transportation Maintenance Division maintains and repairs County roads and bridges, including shoulders, culverts, guardrails, traffic signals, signs and lane markings; operates the Canby Ferry; and administers the County Adopt-A Road program. In an emergency, the Transportation Maintenance Division is responsible for assessing the condition and usability of the County road system, identifying roads that must remain closed and prioritizing repairs on roads that can be re-opened within the response period. In emergencies, Transportation Maintenance may activate a Department Operating Center (DOC) to coordinate activities related to managing the county's road system. Transportation Maintenance staff will regularly provide information to the EOC and the PIO regarding the usability of all portions of the County road system, and provide maps as necessary.

Water Environment Services
Water Environment Services (WES) is responsible for responding to issues involving County water and sewer infrastructure, and coordinating with partners on repair and recovery operations. WES plays a role in flood management and maintaining redundant systems in the County's water and sewer infrastructure. WES is a supporting agency in transportation and public works related issues, and may participate in EOC activation if an incident results in major utility disruptions, damage to critical infrastructure, and building collapse. WES will assign a representative to the Department of Transportation and Developments DOC, or to the EOC if activated. The WES representative will coordinate messages with the DOC and EOC to ensure unified messaging regarding the emergency in general, and the incident area affected.

4.6 Crosswalk of Emergency Support Functions and Department Responsibilities

The following matrix identifies the emergency functions for which each department or division is responsible to serve as the primary or supporting agency. Details for the function components can be found in the emergency support function (ESF) annexes of this plan.

Clackamas County ESFs and Organizations
Effective Date: March 2024

● Primary Agency (P)
◎ Supporting Agency (S)

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

Organization	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
County Administration								S								S		
Business & Community Services (BCS)					S		S				S			P				
Communications/911 (CCOM)		S		S	S		S								S			
Clackamas Fire District #1 (CCFD#1)				S	S		S			S					S			
Disaster Management	S	S	S	S	P	S	S	S	S	S	S	P	S	S	S	P	S	P
Medical Examiners					S		S	S										
Finance					S		P										S	
Facilities Management		S			S	S	P			S		S				S		
Fire Defense Board (FDB)	S			P	S			S	S	P			S					
Health, Housing & Human Services (H3S)	S			S	S	P	S	P	S	S	S				S	S		
Behavioral Health					S	S	S	S										
Health Centers					S		S	S										
Public Health					S	S	S	P	S	S	S					S	S	
Social Services	S				S	P	S	S								S		
Public & Government Affairs (PGA)	S	S			S	S	S	S		S	S	S	S	P				
Sheriff's Office (CCSO)	S	S		S	S	S	S		S	P	S		P		S			S
Technology Services (TS)		P			S		S						S				P	
Transportation & Development (DTD)	P		P	S	S	S	S	S		S	P	S						
Dog Services					S	S	S				S							
Fleet Services	S				S		S											
Road Maintenance	S				S		S											
Sustainability & Solid Waste					S		S			S								
Water Environment Services (WES)			S		S		S			S								

4.7   Local and Regional Response Partners

The County's disaster organization is supported by several outside organizations, including the incorporated cities, service organizations, and the private sector.

4.7.1   Cities and Special Districts

Cities and Special Districts have local authority over their jurisdiction to respond to emergencies. It is imperative that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from major emergencies and disasters. If resources in cities and special districts are overwhelmed, the County will provide support using the Incident Command System (ICS) structure. Cities and Special Districts will be knowledgeable of and familiar with the processes in place for requesting resources through ICS. Cities and Special Districts will provide the EOC with Situation Status Report updates and participate in coordination meetings. Coordination with elected officials will be arranged through the Liaison Officer position in the EOC.

4.7.2   State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The Director 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 the 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. Some State agencies may call upon their federal counterparts to provide additional support and resources following established procedures and policies for each agency.

4.7.3   Federal Response Partners

OEM typically requests federal response partners if State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon EOP and, if necessary, the National Response Framework.

Several outside organizations, including the incorporated cities, service organizations, and the private sector, support the County's disaster organization.

4.7.4   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 with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other

services upon which both response and recovery are 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 affect private-sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

4.7.5 Nongovernmental and Faith-Based Organizations

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

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

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

4.7.6 Individuals and Households

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

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