

3. Roles and Responsibilities**3****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 situation to specific departments and agencies.

3.1 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. The Executive Group (pursuant to City charter or ordinance) of each incorporated City is responsible for emergency management planning and operations for that jurisdiction.

Most County departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. 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 disaster management structure will be referred to generally as the County EMO. Roles and responsibilities of individual staff and agencies are described throughout this plan to further clarify the County's disaster management structure.

The CCDM Director 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 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 EMO for the County is divided into two general groups, organized by function—the Executive Group and Emergency Response Agencies.

3.2.1 Executive Group

The Executive Group for the County is composed of members with emergency legal authorities and subject matter expertise. This is an informal and flexible grouping of senior public officials. Members include the BCC Chair, County Administrator, Sheriff or designee, Fire Defense Board Chief or designee, CCDM Director or designee, County Counsel, County Public and

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Government Affairs Director, County Risk Manager, key impacted stakeholders, 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 Executive Group, including, but not limited to:

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

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

Key general responsibilities of the Executive 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 citizens (including DAFN populations) to take preparedness actions.
- Encouraging residents to participate in volunteer organizations and training courses.

3.2.1.1 Board of Commissioners

The ultimate responsibility for policy, budget, and political direction for the County government is borne by the BCC. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the 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.

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General responsibilities of the BCC include:

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

3.2.1.2 County Administrator

The County Administrator is responsible for 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.

3.2.1.3 Clackamas County Disaster Management Director

The CCDM Director has the day-to-day authority and responsibility for overseeing disaster management programs and activities. The CCDM Director works with the Executive 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 CCDM 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 CCDM Director is responsible for:

- 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 liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 County Department Heads

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

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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.

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the disaster organization. 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.

All County departments are responsible for:

- 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).

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3.2.3 Responsibilities by Function

This section includes services required for an effective disaster management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, EMS providers, and public health, environmental health, and public works departments.

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

- **Primary County 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 County Agency(s):** Identify agencies with substantial support roles during major incidents.
- **Community Partners:** Identify nongovernmental organizations and private sector businesses that may be available to provide support during major incidents.

3.2.3.1 Transportation

Primary County Agency(s): Department of Transportation and Development (DTD)

Supporting County Agency(s): None at this time.

Community Partners: Local Public Works Agencies

Primary State Agency: ODOT

Primary Federal Agency: 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, including maintaining infrastructure to reduce additional damage (e.g., keep culverts cleared of debris).
- Coordinating support of emergency operations activities among transportation stakeholders within the County's authority and resource limitations.

See ESF 1 – Transportation for more details.

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3.2.3.2 Communications

Primary County Agency(s): CCDM, C-COM, LOCOM

Supporting County Agency(s): CCSO

Community Partners: Clackamas Amateur Radio Emergency Services (CARES)

Primary State Agency: Department of Administrative Services

Primary Federal Agency: Department of Homeland Security

Alert and Warning

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Unified Command, EOC Manager, or PIO.
- 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 and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

See ESF 2 – Communications for more details.

3.2.3.3 Public Works

Primary County Agency(s): DTD

Supporting County Agency(s): None at this time.

Community Partners: Local Public Works Agencies

Primary State Agency: ODOT

Primary Federal Agency: Department of Defense/USACE, Department of Homeland Security

Responsibilities related to public works include:

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

See ESF 3 – Public Works for more details.

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3.2.3.4 Firefighting

Primary County Agency(s): Fire Defense Board

Supporting County Agency(s): CCDM

Community Partners: Local Fire Departments and Districts

Primary State Agency: Oregon Department of Forestry, Oregon State Fire Marshal (OSFM)

Primary Federal Agency: United States Department of Agriculture/Fire Service

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Performing life-safety inspections and recommendations for activated emergency shelters.

See ESF 4 – Firefighting for more details.

3.2.3.5 Information and Planning

Primary County Agency(s): CCDM

Supporting County Agency(s): None at this time.

Community Partners: City Emergency Management Agencies

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security/FEMA

The CCDM Director 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 will be requested to designate personnel who can be made available to be trained by the CCDM and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

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

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

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

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3.2.3.6 Mass Care

Primary County Agency(s): H3S

Supporting County Agency(s): CCDM

Community Partners: American Red Cross

Primary State Agency: Department of Human Services (DHS)

Primary Federal Agency: Health and Human Services

H3S is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection. Responsibilities related to mass care include:

- Maintaining and implementing procedures for care and shelter of displaced persons.
- Coordinating support with other County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County disaster management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Develop reunification plans including possible sites and resources needed (in coordination with the Red Cross)
- Identifying sources of clothing for disaster victims (may coordinate with the Red Cross, Salvation Army, or other disaster relief organizations).
- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the County, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as those who experience DAFN (e.g., unaccompanied children, elderly) and pets.

See ESF 6 – Mass Care and ESF 17 – Agriculture and Animal Protection for more details.

3.2.3.7 Resource Support

Primary County Agency(s): CCDM

Supporting County Agency(s): None at this time

Community Partners: Local religious organizations and volunteer organizations, Voluntary Organizations Active in Disaster (VOAD)

Primary State Agency: Department of Administrative Services

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.

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- Coordinating deployment of reserve personnel to County departments requiring augmentation.
- Providing support to logistics and tactical operations.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

See ESF 7 –Resource Support for more details.

3.2.3.8 Health and Medical

Health Services

Primary County Agency(s): H3S

Supporting County Agency(s): None at this time.

Community Partners: Local hospitals and clinics

Primary State Agency: Oregon Health Authority (OHA)

Primary Federal Agency: Health and Human Services

The H3S Director is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases and mental/behavioral health associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The H3S Director also serves as the public health representative for the County EMO. 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, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.
- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the deceased.
- 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 disaster management program, when necessary or as requested.

See ESF 8 –Health and Medical for more details.

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Medical Services

Primary County Agency(s): H3S

Supporting County Agency(s): None at this time.

Community Partners: Local EMS agencies, hospitals, and clinics

Primary State Agency: OHA

Primary Federal Agency: Health and Human Services

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.

See ESF 8 –Health and Medical for more details.

3.2.3.9 Search and Rescue

Primary County Agency(s): CCSO

Supporting County Agency(s): Fire Defense Board

Community Partners: None at this time

Primary State Agency: OEM, OSFM

Primary Federal Agency: Department of Defense, Department of Homeland Security/FEMA and United States Coast Guard

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.
- Providing training that meets training standards for certification of search and rescue personnel.

See ESF 9 – Search and Rescue for more details.

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3.2.3.10 Hazardous Materials Response

Hazardous Materials Response

Primary County Agency(s): Fire Defense Board

Supporting County Agency(s): None at this time.

Community Partners: Local Fire Agencies

Primary State Agency: Department of Environmental Quality, OSFM Regional Hazardous Materials Team No. 3

Primary Federal Agency: Environmental Protection Agency (EPA)

Responsibilities related to hazardous materials include:

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

Radiological Protection

Primary County Agency(s): Fire Defense Board

Supporting County Agency(s): None at this time.

Community Partners: OSFM Regional Hazardous Materials Team No. 3

Primary State Agency: OHA, Radiation Protection Services

Primary Federal Agency: EPA

Responsibilities related to radiological protection include:

- Providing localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

See ESF 10 – Hazardous Materials for more details.

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3.2.3.11 Food and Water

Primary County Agency(s): CCDM, H3S

Supporting County Agency(s): None at this time.

Community Partners: American Red Cross, Salvation Army

Primary State Agency: DHS

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to food and water include:

- Assessing food and water needs for the community.
- Identifying food and water resources.
- Storing food and water resources.
- Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.
- Coordinating transportation of food and water resources to the community.

See ESF 11 – Food and Water for more details.

3.2.3.12 Energy

Primary County Agency(s): CCDM

Supporting County Agency(s): DTD

Community Partners: Local utilities

Primary State Agency: Oregon Public Utility Commission

Primary Federal Agency: Department of Energy

Responsibilities related to energy include:

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

3.2.3.13 Military Support

Primary County Agency(s): CCSO

Supporting County Agency(s): CCDM

Community Partners: None at this time.

Primary State Agency: Oregon Military Department

Primary Federal Agency: Department of Defense

Responsibilities related to military support include:

- Working with the Oregon Military Department when it is necessary for them to:

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- Coordinate, employ, and control Oregon National Guard forces and military resources to assist civil authorities with the protection of life and property, and to maintain peace, order and public safety.
- Mobilize and stage personnel and equipment to restore/preserve law and order and provide support to other ESFs, as directed by the State ECC and within Oregon National Guard capabilities.
- Coordinate with the active federal military to ensure mutual support during federal disaster relief operations.

See ESF 13 –Military Support for more information.

3.2.3.14 Public Information

Primary County Agency(s): Public and Governmental Affairs

Supporting County Agency(s): None at this time

Community Partners: Local media (print, television, and electronic)

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to public information include:

- Preparing readily deployable content to communicate incident-specific information.
- 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.
- Coordinating with the EOC Public Inquiry Center to provide information to those impacted by the incident.
- 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 unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the County and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

See ESF 14 – Public Information for more details.

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3.2.3.15 Volunteer and Donation Management

Primary County Agency(s): CCDM, H3S

Supporting County Agency(s): None at this time.

Community Partners: American Red Cross, Fire Corps, Medical Reserve Corps. Volunteers in Police Service, Community Emergency Response Teams (CERTs), local nongovernmental and religious organization, VOAD

Primary State Agency: OEM

Primary Federal Agency: FEMA

Responsibilities related to volunteer and donations management include:

- Coordinating the identification and vetting of volunteer resources.
- Matching volunteer resources and donations with the unmet needs of the community.
- Maintaining a donations management system to ensure the effective utilization of donated cash, goods, and services.
- Providing guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.
- Directing unaffiliated volunteers to, and coordinating with, government-sponsored/organized volunteer organizations such as CERTs, Red Cross, Fire Corps, and/or Medical Reserve Corps, VOAD, Volunteers in Police Services, and volunteers associated with the nongovernmental and faith-based community in completing their assigned tasks.

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

3.2.3.16 Law Enforcement Services

Primary County Agency(s): CCSO

Supporting County Agency(s): None at this time.

Community Partners: Local law enforcement agencies

Primary State Agency: Oregon State Police (OSP)

Primary Federal Agency: Department of Justice

Responsibilities related to law enforcement include:

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

See ESF 16 – Law Enforcement for more information.

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3.2.3.17 Agriculture and Animal Protection

Primary County Agency(s): CCDM, H3S

Supporting County Agency(s): DTD (Dog Services)

Community Partners: Extension Office

Primary State Agency: Oregon Department of Agriculture

Primary Federal Agency: U.S. Department of Agriculture

Responsibilities related to agriculture and animal protection include:

- Coordinating animal/veterinary/wildlife response during a disaster, including:
 - Capturing/rescuing animals that have escaped confinement or been displaced from their natural habitat.
 - Providing emergency care to injured animals.
 - Providing humane care, handling, and sheltering to animals (including service animals, pets, and livestock).
- Protecting the State's natural resources from the impacts of a disaster.
- Maintaining and implementing procedures for the care and shelter of animals in a major emergency or disaster.

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

3.2.3.18 Business and Industry

Primary County Agency(s): Business and Community Services (BCS)

Supporting County Agency(s): CCDM

Community Partners: Clackamas County Business Alliance, Area Businesses and Industry

Primary State Agency: Oregon Business Development Department

Primary Federal Agency: Small Business Administration

Responsibilities related to business and industry include:

- Coordinating with business and industry partners to facilitate private-sector support of response and recovery operations.
- Identifying 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.
- Providing economic damage assessments for impacted areas.

See ESF 18 – Business and Industry for more details.

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3.2.3.19 Recovery

Primary County Agency(s): CCDM, BCS, DTD

Supporting County Agency(s): Finance, H3S

Community Partners: Clackamas County Business Alliance

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security

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 a major emergency or disaster in the County.
- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

See the [*National Disaster Recovery Framework*](#) for more information.

3.2.3.20 Evacuation and Population Protection

Primary County Agency(s): CCSO

Supporting County Agency(s): DTD, CCDM, Fire Defense Board

Community Partners: None at this time

Primary State Agency: OSP

Primary Federal Agency: Department of Homeland Security

Responsibilities related to evacuation and population protection include:

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

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- 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 (1-888-680-1455).

See SA 1 – Evacuation for more details.

3.2.3.21 Damage Assessment

Primary County Agency(s): DTD

Supporting County Agency(s): CCDM, Technology Services and Facilities

Community Partners: CERT

Primary State Agency: OEM

Primary Federal Agency: Department of Homeland Security/FEMA

Responsibilities related to damage assessment include:

- Establishing a Damage Assessment Team from among County departments with assessment capabilities and responsibilities.
- Training and providing damage assessment 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, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See the County Damage Assessment Plan for more details.

3.2.2.22 Coordination with Special Facilities

Primary County Agency(s): CCDM, H3S

Supporting County Agency(s): None at this time.

Community Partners: None at this time

Primary State Agency: OEM

Primary Federal Agency: None at this time

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

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

3.2.3.23 Other Agency Responsibilities

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.

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3.3 Local and Regional Response Partners

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

3.3.2 Nongovernmental and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the County, nongovernmental/faith-based organizations 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.

3.3.3 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:

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- 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.

3.4 State Response Partners

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

Under the direction and control of department heads, agencies of State government represent the State emergency operations organization. Responsibility for conducting 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 EOP and, if necessary, the National Response Framework.

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

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