Lincoln County
Emergency Management Operations Review

Emergency Operations Plan (EOP)
Incident Command System (ICS)
Emergency Support Functions (ESF)
Continuity of Operations (COOP)

2017
Overview

- Emergency Management Program Principals
- Emergency Operations Plan
  - Emergency Operations Center
  - Emergency Support Functions
  - Incident Command System
- Continuity of Operations
- Training and Exercises
- Questions
Emergency Management Program Principals

- National Planning Frameworks for Mission Areas
- Federal Interagency Operational Plans
- Regional / State / Tribal / Territorial Plans
- Jurisdictional Plans (Mitigation, Emergency Operations, Recovery, COOP)
- Individual / Household / Business Plans
Partnerships

- City, County, Tribe, State, Federal
- Non-Governmental Organizations
- Volunteer Organizations
- Private Sector
- Special Districts
- Military & National Guard
- Community
President Obama Signs Oregon Disaster Declaration

Today, the President declared a major disaster in the State of Oregon and ordered federal aid to supplement state and local recovery efforts in the area affected by the severe winter storm during the period of February 6-10, 2014.

Federal funding is available to state and eligible local governments and certain private nonprofit organizations on a cost-sharing basis for emergency work and the repair or replacement of facilities damaged by the severe winter storm in the counties of Benton, Lane, Lincoln, and Linn.
Relationship of National Preparedness Initiatives to State, Territorial, Local, and Tribal Emergency Planning

Federal Authorities
- Public Law
- Code of Federal Regulations

National Policies
- National Preparedness Goal
- HSPDs 5, 7, 8 and 20
- PDDs 39 and 62

National Guidance & Federal Plans
- National Response Framework
- National Preparedness Guidelines
- National Incident Management System
- National Planning Scenarios
- Target Capabilities List
- Universal Task List

Consensus Standards
- NFPA 1600
- EMAP Standard

Influences

State and Territorial Emergency Management Law, Authorities, and Policy

Influences
- Multi-year Homeland Security Strategy
- Infrastructure Protection Strategy & Plan
- Continuity Strategy and Plan
- Mitigation Strategy and Plan
- Recovery Strategy and Plan
- Response Strategy and Plan

Influences

Local and Tribal Emergency Management Law, Authorities, and Policy

Influences
- Multi-year Homeland Security Strategy
- Infrastructure Protection Strategy & Plan
- Continuity Strategy and Plan
- Mitigation Strategy and Plan
- Recovery Strategy and Plan
- Response Strategy and Plan
- Preparedness Strategy and Plan
- Risk Management Strategy
- Emergency Operations Plan
Comprehensive Emergency Management Model

Mitigation Plan

Public Health AC
(Health Division/Hospital)

Preparedness / Outreach AC
(Volunteer Coord/Red Cross/Gov Relations)

Haz Mat Plan

Haz Mat LEPC
(Fire)

Mitigation / Prevention AC
(Planning/Public Policy)

Emergency Operations AC
(Sheriff/Police)

Coop AC
(Administrator)

Continuity of Ops Plan

Recovery AC
(Planning & Development)

Catastrophic Recovery Plan

Commission / Council

EM Strategic Plan

EM Advisory Committee
(Emergency Manager)

Comprehensive Risk Assessment

Oregon Partnership for Disaster Resilience
University of Oregon Community Service Center
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Phases of Emergency Management
Core Capabilities

<table>
<thead>
<tr>
<th>PREVENT</th>
<th>PROTECT</th>
<th>RESPOND</th>
<th>RECOVER</th>
<th>MITIGATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intelligence and Information Sharing</td>
<td>Risk Management</td>
<td>Situational Assessment</td>
<td>Community Planning</td>
<td>Threats and Hazard Identification</td>
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<tr>
<td>Search and Detection</td>
<td>Intelligence and Information Sharing</td>
<td>Critical Communications</td>
<td>Economic Recovery</td>
<td>Risk and Disaster Resilience Assessment</td>
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<tr>
<td>Interdiction and Disruption</td>
<td>Access Control and Identity Verification</td>
<td>Operational Coordination</td>
<td>Health and Social Services</td>
<td>Community Resilience Facilitation</td>
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<tr>
<td>Forensics and Attribution</td>
<td>Protective Screening and Detection</td>
<td>Environmental Health and Safety</td>
<td>Housing</td>
<td>Public Information and Warning</td>
</tr>
<tr>
<td>Operational Coordination</td>
<td>Protective Interception and Interdiction</td>
<td>Critical Transportation</td>
<td>Infrastructure Systems</td>
<td>Long-Term Vulnerability Reduction</td>
</tr>
</tbody>
</table>
| Public Information and Warning                | Supply Chain Integrity and Security | On-Scene Security and Protection | Natural and Cultural Resources Recovery |}

Physical Protective Measures
Cybersecurity
Operational Coordination
Public Information and Warning

Mass Search and Rescue Operations
Public Health and Medical Services
Mass Care Services
Public and Private Services and Resources
Infrastructure Systems
Fatality Management Services
Public Information and Warning

Community Planning
Critical Communications
Operational Coordination
Environmental Health and Safety
Critical Transportation
On-Scene Security and Protection
Mass Search and Rescue Operations
Public Health and Medical Services
Mass Care Services
Public and Private Services and Resources
Infrastructure Systems
Fatality Management Services
Public Information and Warning

Community Planning
Critical Communications
Operational Coordination
Environmental Health and Safety
Critical Transportation
On-Scene Security and Protection
Mass Search and Rescue Operations
Public Health and Medical Services
Mass Care Services
Public and Private Services and Resources
Infrastructure Systems
Fatality Management Services
Public Information and Warning
Hazard/Risk Analysis

- An assessment tool used to determine which hazards pose the greatest risk in terms of how likely they are to occur and how great their potential impact may be.

- Natural
- Terrorism
- Technology
- Human
### Hazard Risk Assessment Model

**Lincoln County, Oregon**

**Red = Most recent revisions**

<table>
<thead>
<tr>
<th>Threat Event / Hazard</th>
<th>OEM Threat Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>History</td>
</tr>
<tr>
<td></td>
<td>Severity</td>
</tr>
<tr>
<td><em>Coastal Erosion</em></td>
<td>10</td>
</tr>
<tr>
<td>Dust Storm</td>
<td>1</td>
</tr>
<tr>
<td>Drought</td>
<td>10</td>
</tr>
<tr>
<td><em>Earthquake - Cascadia (3-5 min)</em></td>
<td>5</td>
</tr>
<tr>
<td>Earthquake - Cascadia (1 min)</td>
<td>5</td>
</tr>
<tr>
<td>Extremely Heat Event</td>
<td>1</td>
</tr>
<tr>
<td>Flood - Riverine</td>
<td>10</td>
</tr>
<tr>
<td><em>Flood - Tidal</em></td>
<td>10</td>
</tr>
<tr>
<td>Landslide/Debris Flow</td>
<td>10</td>
</tr>
<tr>
<td>Local Tsunami</td>
<td>1</td>
</tr>
<tr>
<td>Volcano</td>
<td>8</td>
</tr>
<tr>
<td>Volcano</td>
<td>1</td>
</tr>
<tr>
<td>Wildfire (WUI)</td>
<td>10</td>
</tr>
<tr>
<td>Windstorm</td>
<td>10</td>
</tr>
<tr>
<td>Winter Storm (Ice/snow)</td>
<td>9</td>
</tr>
</tbody>
</table>

*Includes review by other public safety stakeholders*
Primary Plans

- Natural Hazards Mitigation Plan, Sept. 2015
- Hazardous Materials Operations Plan, in process
  - Health Annex, Oct. 2015
  - Mass Fatality, Oct. 2015
  - Debris Management, Oct. 2015
- Continuity of Operations Plan(s), In Process
Natural Hazard Mitigation Plan

- Addresses ways in which we can minimize or eliminate effects of disaster
- Provides opportunity to receive disaster assistance funds
- Guided by hazard analysis
- Nested plans (City-County-State-Federal)
Natural Hazards Mitigation Plan

Understanding Risk and Resilience to Natural Hazards

Table 2-1 Lincoln County Hazard Identification

<table>
<thead>
<tr>
<th>Lincoln County</th>
<th>Oregon NHMP Region 1: Oregon Coast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coastal Erosion</td>
<td>Coastal Hazards*</td>
</tr>
<tr>
<td>Drought</td>
<td>Drought</td>
</tr>
<tr>
<td>Earthquake (Cascadia/ Crustal)</td>
<td>Earthquake (Cascadia/ Crustal)</td>
</tr>
<tr>
<td>Flood (Riverine/ Coastal)</td>
<td>Flood (Riverine/ Coastal)</td>
</tr>
<tr>
<td>Landslide</td>
<td>Landslide</td>
</tr>
<tr>
<td>Tsunami (Local/ Distant)</td>
<td>Tsunami (Local/ Distant)</td>
</tr>
<tr>
<td>Volcano</td>
<td>Volcano</td>
</tr>
<tr>
<td>Wildfire</td>
<td>Wildfire</td>
</tr>
<tr>
<td>Windstorm</td>
<td>Windstorm</td>
</tr>
<tr>
<td>Winter Storm</td>
<td>Winter Storm</td>
</tr>
</tbody>
</table>

Source: Lincoln County NHMP Steering Committee (2014) and State of Oregon (Draft) NHMP, Region 1: Oregon Coast (2015)

- Coastal Hazards include coastal erosion, coastal flooding, landslide, earthquake, and
Emergency Operations Plan (EOP)

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

**Base Plan**
- Concept of Operations, Coordinating Structures, Roles and Responsibilities, Definitions, etc.

**Emergency Support Function Annexes**
- Groups capabilities & resources into functions that are most likely needed during an incident (e.g., Transportation, Firefighting, Mass Care, etc.)

**Support Annexes**
- Describes common processes and specific administrative requirements (e.g., Public Affairs, Financial Management, Worker Safety & Health, etc.)

**Incident Annexes**
- Outlines procedures, roles and responsibilities for specific contingencies (e.g., Terrorism, Catastrophic, Radiological)

**Appendices**
- Glossary, Acronyms, Authorities, and Compendium of National Interagency Plans
EOP – Activation Triggers

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nationally Significant</td>
<td><strong>e.g.</strong>, Foot and Mouth Disease. All Command and General staff activated</td>
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<tr>
<td></td>
<td>500–1000 Operations personnel per day. Multiple Incident Commands.</td>
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<tr>
<td></td>
<td>Unified Command Structure required.</td>
</tr>
<tr>
<td>Regionally Significant</td>
<td><strong>e.g.</strong>, Exotic Newcastle Disease. Small incident.</td>
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<tr>
<td></td>
<td>Initial response to larger incident. Controlled within 24 hours.</td>
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<tr>
<td>Large Extended Response</td>
<td><strong>e.g.</strong>, Screwworm Myiasis Detection. Larger incident.</td>
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<tr>
<td></td>
<td>Some or all of ICS Command and General Staff positions activated.</td>
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<td></td>
<td>Incident – multiple operational periods (multiple days/shifts).</td>
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<tr>
<td>Small or Initial Response</td>
<td><strong>e.g.</strong>, Rabbit Hemorrhagic Disease. Most or all Command and General Staff</td>
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<td></td>
<td>activated. Multiple operational periods. Many functional units.</td>
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<td></td>
<td>Written Action Plan required each day/shift.</td>
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<tr>
<td>Isolated Response</td>
<td>2–6 ICS personnel. Usually contained. FADD dispatched. Samples taken.</td>
</tr>
<tr>
<td></td>
<td>Sent to diagnostic lab.</td>
</tr>
</tbody>
</table>

USDA NAHEMS
EOP – Activation Triggers

Make notification to County Emergency Management and/or alternate at the discretion of Command/Agency Leadership or as indicated below through direct contact and/or through use of Everbridge “Emergency Manager Notification Group.

<table>
<thead>
<tr>
<th>Weather or Natural Event</th>
<th>Fire or Haz Mat</th>
<th>Industrial, Motor Vehicle or Marine</th>
<th>Utility/Infrastructure</th>
<th>Security or Societal</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Flood warnings</td>
<td>• Structure fires – more than 10 displaced persons or large industrial event</td>
<td></td>
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<tr>
<td>• Tsunami (distant or local) watch/advisory/warning</td>
<td>• Wild land fires – within 1 mile of structures, or greater than 5 acres, or includes any citizen evacuations</td>
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<tr>
<td>• High wind warnings +80mph</td>
<td>• Haz Mat Incident Level 3 (State Haz Mat Team &amp; Special resources required)</td>
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<tr>
<td>• Volcanic eruptions (west coast)</td>
<td>• Major Hwy/bridge closure +6 hrs. (Hwy 18, 20, 34, 101, 229)</td>
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<tr>
<td>• All other weather related warnings</td>
<td>• Rail accident or derailment</td>
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<td></td>
<td>• Aircraft crashes (any)</td>
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<td></td>
<td>• Mass Casualty Incidents – more than 8 victims</td>
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<td></td>
<td>• Marine vessel in distress, 5+ victims requiring medical attention</td>
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<td>• Power failure involving critical infrastructure facilities longer than 6+hrs</td>
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<td></td>
<td>• Catastrophic failures – bridge, water/sewer systems, telecommunications</td>
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<td></td>
<td>• Evacuations (school/college shelter in place actions, critical facilities)</td>
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<td></td>
<td>• Multiple Explosive Devices at a location</td>
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<td></td>
<td>• Terrorism Security Alerts</td>
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<tr>
<td></td>
<td>• Suspected or Actual Terrorist Incidents</td>
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<tr>
<td></td>
<td>• Incidents of National Consequence</td>
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<tr>
<td></td>
<td>• Amber Alerts</td>
<td></td>
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</tr>
</tbody>
</table>
EOP – Components and Tools

• Components:
  • Basic Plan – Overview of Approach to Emergency Ops
  • Emergency Support Functions - Response by Role
  • Incident Annexes – Roles/Responsibilities by Event
  • Annexes - Plans within a Plan

• Supporting Tools/Documents
  • FEMA ICS Forms
  • Lincoln Co. ICS/EOC Position Folders
  • EOC Resource and Contact Reference Sheets
EOP – Activation Tools, Position Folders

Just In Time
Quick Reference
SelfContained
Mobile
Adaptable
Downtime Capable
Command Structures

- Emergency Operations Center (EOC)
  - Emergency Support Functions (ESF)
  - Joint Information Center (JIC)
  - Damage Assessment Teams
  - Debris Mgmt Team
- Incident Command System (ICS)
  - Incident Command Post (ICP)
  - Unified Command (UC)
  - Area Command (AC)
Command Structures

Regional, State, Federal, National Resources and Partners

Joint Information Center (JIC)

Emergency Operations Center

Public Health
Prevent. Promote. Protect.
Emergency Ops Center
Emergency Operations Center

An unfamiliar place
where uncomfortable officials
gather to make unpopular decisions
based on incomplete information
allocating inadequate resources
for unanticipated requirements
in too little time.
EOC Organization Chart
Emergency Support Function (ESF) & Liaison Assignments

- EOC Manager ESF 5, 11 & 14*
  - EOC Safety Officer
  - EOC Liaison Officer
  - EOC Public Affairs ESF 15

  - Policy Group

  - (ICP) Incident Command Post(s)
    - EOC Liaison @ ICP

  - EOC Operations Section Chief
    - Public Safety Branch Director
      - Fire/Hazmat ESF 4 & 10
      - Search & Rescue ESF 9
      - Public Safety, LE, Security - ESF 13
      - Defense Support to Civil. - ESF 20
    - Infrastructure Branch Director
      - Transportation ESF 1
      - Public Works & Engineering - ESF 3
      - Energy ESF 12

  - Human Services Branch Director
    - Mass Care/Housing Human Svc - ESF 6
    - Public Health & Med Svc - ESF 8

  - EOC Planning Section Chief
    - Situation Unit Leader
    - Resources Unit Leader
    - Documentation Unit Leader

  - EOC Logistics Section Chief
    - Resource Support ESF 7
    - Communications Unit Leader
    - Telecom, Info Sys & Warning - ESF 2

  - EOC Finance/Admin Section Chief
    - County Liaison
    - City Liaison(s)
    - EMS Liaison
    - Liaison

*ESF 5 - Emergency Management
ESF 11 - Agriculture & Natural Resources
ESF 14 - Long Term Community Recovery & Mitigation
<table>
<thead>
<tr>
<th>Annex</th>
<th>Function</th>
</tr>
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<tbody>
<tr>
<td>ESF 1</td>
<td>Transportation</td>
</tr>
<tr>
<td>ESF 2</td>
<td>Communications</td>
</tr>
<tr>
<td>ESF 3</td>
<td>Public Works</td>
</tr>
<tr>
<td>ESF 4</td>
<td>Firefighting</td>
</tr>
<tr>
<td>ESF 5</td>
<td>Information and Planning</td>
</tr>
<tr>
<td>ESF 6</td>
<td>Mass Care</td>
</tr>
<tr>
<td>ESF 7</td>
<td>Resource Support</td>
</tr>
<tr>
<td>ESF 8</td>
<td>Health and Medical</td>
</tr>
<tr>
<td>ESF 9</td>
<td>Search and Rescue</td>
</tr>
<tr>
<td>ESF 10</td>
<td>Hazardous Materials</td>
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<tr>
<td>ESF 11</td>
<td>Food and Water</td>
</tr>
<tr>
<td>ESF 12</td>
<td>Energy</td>
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<td>ESF 13</td>
<td>Military Support</td>
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<td>ESF 14</td>
<td>Public Information</td>
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<td>ESF 15</td>
<td>Volunteers and Donations</td>
</tr>
<tr>
<td>ESF 16</td>
<td>Law Enforcement</td>
</tr>
<tr>
<td>ESF 17</td>
<td>Agriculture and Animal Protection</td>
</tr>
<tr>
<td>ESF 18</td>
<td>Business and Industry</td>
</tr>
</tbody>
</table>
EOC Activation – Priority Set-up

- Notification of Activation (BOC, State, Stakeholders)
- Check In/Sign-in
- Communications
- Situational Assessment
  - Agency Accountability
  - County Operations Accountability
  - Current Conditions and Events
- Resource Coordination
  - Tracking, Processing and Ordering
- Public Information
EOC Information Management System

Situation Unit
- Analysis/Display - What needs to be done?
- Collection - What is happening?
- Predictions - What is likely to change?

Resource Unit
- Resource Status - Where are the resources available?
- Resource Display - Where are they?
- Resource check-in

Documentation Unit
- Duplication
- Messaging systems

Common Operating Picture

Information Sources
- Information
- Information Management System
- Document Collection
- Document Storage
- Message Handling
- Information Analysis & Display
Additional Info

- Job Action Guides
- EOC Sit-Stat Assessment
- EOC Program Tracker
- EOC Sign-in, Agencies
- EOC Information Sheet

Lincoln County Situational Status Determination

- Not affected/Normal Conditions
- Affected, Minimally or Stable
- Affected, Moderately
- Affected, Significantly
- Overwhelmed or No Response
- Recovering or Returning to Stable

Revised: 05/29/15
How do we document and account for our response efforts through the event to include all disciplines?

- Public Information (PIO), Joint Information Center (JIC)
- County Leadership
- County EOC Support
- Unified Command Partners
- State Liaisons?
Incident Action Plan

- Plan of incident goals
  - Required for each incident
  - Provides direction
  - Preferably written
  - Most basic plan outline
    - What needs to be done?
    - Who will do it?
    - How to communicate?
    - Injured personnel procedures
Incident Action Planning (IAP)
Incident Command System

- **EOC/MAC Group**
- **Elected Officials/Agency Administrators/Executives**
- **Area Commander/Unified Area Command**
  - Unified Command A
  - Incident Command B
  - Unified Command C
Incident Command System

- On-scene incident management
  - Standard terminology
  - Modular, flexible and adaptable
    - Adjusts to incident size and complexity
  - Multiple agency cooperation
    - Efficient and effective management
    - Multiple sites or jurisdictions
Unified Command

- Incidents involving multiple agencies
  - More than agency or political jurisdiction
- Goals
  - Develop incident objectives
  - Facilitate information flow
  - Eliminate redundancy
Area Command

- Oversees multiple Incident Command Posts
  - Multiple incident sites
  - Large, complex incidents
ICS Structure

- Top-down structure
- Five management functions
  - Incident Command
  - Logistics
  - Operations
  - Planning
  - Finance and Administration
Span of Control

- Individuals or resources one can supervise
  - Vital to effective incident management
  - 1:5 is ideal
    - 1:3
      - Shrink response
    - 1:7
      - Expand response
On the Incident Scene

- Incident command established
- Command post identified
- Call up ICS staff as needed
- Information to responders/stakeholders
- Incident Response Plan
  - Utilize local plans
- Assessments & documentation
- Evaluation
ICS Facilities

- Incident Command Post
  - Primary command functions
- Staging Area
  - Resources await assignment
  - Possibly multiple sites
- Base
  - Logistics and administration
- Camp
  - Food, water sleeping and sanitary areas
A Staging Area is where incident personnel await tactical assignment.

The Base is the location where primary logistics functions are coordinated.

The Incident Command Post is the location at which primary command functions are executed. Usually located with the incident Base.

Camps are where food, water, rest, and sanitary services are provided to incident personnel.
## Leadership Titles

<table>
<thead>
<tr>
<th>Organizational Level</th>
<th>Title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incident Command</td>
<td>Incident Commander</td>
</tr>
<tr>
<td>Command Staff</td>
<td>Officer</td>
</tr>
<tr>
<td>General Staff Sections</td>
<td>Chief</td>
</tr>
<tr>
<td>Branch</td>
<td>Director</td>
</tr>
<tr>
<td>Division or Group  (Operations Section)</td>
<td>Supervisor</td>
</tr>
<tr>
<td>Unit (Other Sections)</td>
<td>Leader</td>
</tr>
<tr>
<td>Strike Team/Task Force</td>
<td>Leader</td>
</tr>
</tbody>
</table>
The One Word Definition

- Command = Manages
- Operations = Does
- Logistics = Gets
- Planning & Intelligence = Plans
- Finance = Pays
Incident Commander

- Incident Commander
  - Overall responsibility for incident
    - Sets incident objectives
    - Determines strategies
    - Establishes priorities
  - Only position that is always staffed
    - Responsible until delegation

- Command Staff

- General Staff
Command Staff

- Safety Officer
  - Monitors safety conditions, practices and procedures
- Liaison Officer
  - Primary contact for supporting agencies
- Public Information Officer
  - Provides information to stakeholders
General Staff

- Operations
- Planning
- Logistics
- Finance and Administration
Operations Section

- Perform operations to meet incident goals
- Develop tactical assignments and organization
- Direct all tactical resources

Incident Commander
Operations Section
Branch
Division or Group
Strike Team
Task Force
Single Resource
Planning Section

- Collect, evaluate and disseminate information pertaining to incident
- Maintain status of resources
- Prepare and document Incident Action Plan
Logistics Section

- Provide support, resources and all other services needed to meet incident objectives
  - Personnel
  - Materials
  - Facilities
  - Services
Finance/Administrative Section

- Monitor cost associated with incident
- Provide accounting, procurement, time recording and cost analyses
Incident Command System: Overview

Just In Time Training
Public Information

- Centralized and uniform public and business communication strategies?
New Lincoln Co. PIO Tools

Reference guide for key messages during the initial hours of a disaster

PUBLIC COMMUNICATIONS
Confidently communicate any known facts, address concerns/reassure the public, and express genuine empathy and concern for public safety:
- What happened and where it happened
- What we know; don’t know
- What county government is doing about it and why
- When conditions may improve
- How people can stay safe and informed; and support response efforts

Dress formally/casually for the occasion; look for opportunities to help residents deal with the disaster.

Communicate your activities and coordinate messaging with the agency PIO or Joint Information Center.

EMPLOYEE COMMUNICATIONS
Communicate any known facts and demonstrate genuine concern for their personal safety.

Provide clear policy directives:
- If you are at work...
- If you are at home...

Share ways to stay informed:
- Employee information line: 541.265.6990
- Employee email accounts…updates will continued to be distributed via email

PUBLIC INFORMATION RESOURCES
Situation Updates & Status of County Government
www.co.lincoln.or.us

Social Media
Twitter: @sheriffoffice
Facebook: lincolncountysheriff

Citizen Mass Notification System
www.lincolncountysheriff.net
(register for emergency alerts and safety information notifications)

Safe and Well
www.americancrescent.org
(search for missing loved ones and register your well-being)

Emergency Supplies Checklist
www.ready.gov

LINCOLN COUNTY EXECUTIVE
Reference guide for key messages during the initial hours of a disaster

Contact Information is Not For Public Distribution

Emergency Operations Center
eocsLincolnCounty@co.lincoln.or.us
541.265.4141

Joint Information Center
eocsLincolnCounty@co.lincoln.or.us
541.265.0610

Executive Communications Team
Casey Miller 541.961.1627 (mobile)
Jenny Demars 541.270.0702 (mobile)
Wayne Belmont 541.961.9400 (mobile)
Curtis Landers 541.961.8443 (mobile)

800 MHz Radio Communications
W7JCS, W7JCS@winlink.org

DRAFT 04/14/16
PIO Message Development Worksheet

EOC - Lincoln County, Oregon

Step 1: Determine Audience, Message Purpose, and Delivery Method by checking each that applies:

<table>
<thead>
<tr>
<th>Audience:</th>
<th>Purpose of Message:</th>
<th>Method of Delivery:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Relationship to event</td>
<td>Give facts/update</td>
<td>Print media release</td>
</tr>
<tr>
<td>Demographics (age, language, education, culture)</td>
<td>Rally to action</td>
<td>Web release</td>
</tr>
<tr>
<td>Level of outrage (based on risk principles)</td>
<td>Clarify event status</td>
<td>Through spokesperson (TV or in-person appearance)</td>
</tr>
<tr>
<td></td>
<td>Address rumors</td>
<td>Radio</td>
</tr>
<tr>
<td></td>
<td>Satisfy media requests</td>
<td>Mass notification system</td>
</tr>
<tr>
<td></td>
<td></td>
<td>EAS system</td>
</tr>
</tbody>
</table>

Step 2: Construct message using six basic emergency message components:

Expression of empathy:

Clarifying facts/call for action:

Who

What

Where

When

Why

How
Situational Assessment

• **What** information do we send?
• **When** do we send the information?
• **Where** do we send the information?
• **How** do we send the information?
EOC Information Management System

Situation Unit:
- Analysis/Display - What needs to be done?
- Collection - What is happening?
- Predictions - What is likely to change?

Resource Unit:
- Resource Display - Where are they?
- Resource Status - What resources are available?

Documentation Unit:
- Duplication
- Messaging systems

Common Operating Picture
- Information Sources
- Information Storage
- Message Handling
- Analysis & Display
Position Checklists, Forms, Software Tools

- Plans Section – Situational Unit Leader
- Data Collection Forms
  - ICS 213 General Message
  - ICSC 214 Activity Log
  - ICS 201 Incident Briefing
  - ICS 209 Incident Status Summary
- Data Collection Software
  - Situation Summary Workbook
  - ICS Forms Workbooks
  - Ops Center

### Situation Unit Leader Position Checklist

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

<table>
<thead>
<tr>
<th>Task</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Obtain briefing from Planning Section Chief.</td>
</tr>
<tr>
<td>□ Review ICS Form 201 for incident status.</td>
</tr>
<tr>
<td>□ Determine incident objectives and strategy.</td>
</tr>
<tr>
<td>□ Determine necessary contingency plans.</td>
</tr>
<tr>
<td>□ Identify reporting requirements and schedules—both internal and external to the incident.</td>
</tr>
<tr>
<td>2. Organize and staff Unit, as appropriate:</td>
</tr>
<tr>
<td>□ Assign Field Observers.</td>
</tr>
<tr>
<td>□ Request Technical Specialists, as needed.</td>
</tr>
<tr>
<td>3. Supervise Technical Specialists as assigned (on very complex Incidents, it may be necessary to assign a supervisor to oversee Technical Specialists):</td>
</tr>
<tr>
<td>□ Brief Technical Specialists on current incident status.</td>
</tr>
<tr>
<td>□ Assign analysis tasks.</td>
</tr>
<tr>
<td>□ Notify staff of time lines and format requirements.</td>
</tr>
<tr>
<td>□ Monitor progress.</td>
</tr>
</tbody>
</table>
Submitting Information to County EOC

- Situational Assessment and Common Operating Picture for Special Districts, Cities and Tribal Partners
- Preferred Submission to the County EOC
  1) Email, Word/Excel version when possible
  2) Fax
  3) In Person
  4) Phone
  5) Radio
ICS 213 General Message Forms

- Forms will be pre-numbered and after tested will be printed in triplicate
- Can be utilized for formal or informal sharing of information
- Is not intended for resource requests – use ICS213 RR
ICS 201 Incident Briefing Form

ICS 201 Incident Briefing may be the first formalized documentation of the event and planned actions; EOC’s can utilize this form as well for their planning.
ICS 209 Incident Status Summary Form

ICS 209 may be the most valuable tool available to document and validate event information – if multiple jurisdictions utilize the form information can be collated at a City, Tribal or County EOC then forward to State ECC.

- This information also assists to validate resource needs when limited and validate needed expenditures

### INCIDENT STATUS SUMMARY (ICS 209)

<table>
<thead>
<tr>
<th>1. Incident Name</th>
<th>2. Incident Number</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Incident Management Organization:

6. Incident Start Date/Time:
   - Date: ______
   - Time: ______
   - Time Zone: ______

7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block"):  
   - B. Percent (%): __________
   - Completed: ______

9. Incident Complexity Level:  
   - *11. For Time Period:
     - From Date/Time: ______
     - To Date/Time: ______

12. Prepared By:
    - Print Name: ______
    - ICS Position: ______
    - Date/Time Prepared: ______

13. Date/Time Submitted:
    - Time Zone: ______

15. Primary Location, Organization, or Agency Sent To:
    - Print Name: ______
    - ICS Position: ______
    - Signature: ______

### INCIDENT LOCATION INFORMATION

16. State: ______

17. County/Parish/Borough: ______

18. City: ______

19. Unit or Other: ______

20. Incident Jurisdiction: ______

21. Incident Location Ownership: ______

22. Longitude (Indicate format): ______

23. US National Grid Reference: ______

24. Legal Description (township, section, range): ______

25. Short Location or Area Description (Ind all affected areas or a reference point): ______

26. UTM Coordinates: ______

### INCIDENT SUMMARY

27. Note any electronic geospatial data included or attached (Indicate data format, content, and collection time information and labels): ______

28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.): ______

### PRIMARY HAZARDS

29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.): ______

### DAMAGE ASSESSMENT INFORMATION

30. Damage Assessment Information (summarize damage and/or restoration of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):

   A. Structural Summary: ______
      - B. # Threatened (72 hrs.): ______
      - C. # Damaged: ______
      - D. # Destroyed: ______

   E. Single-Residences: ______
   F. Nonresidential Commercial Property: ______
   G. Other Minor Structures: ______
   H. Other: ______

ICS 209, Page 1 of ______
* Required items applicable.
Excel Workbooks - FREE

Free tools to assist you with tracking needed event information and completion of ICS Forms
• **When** do we request resources?
• **How** do we request resources?
• **Who** do we request resources from?
Life Span of a Resource Request

What critical components within all levels of our government are put into motion to successfully receive necessary requested resources?
Life Span of a Resource Request: Resource Requisition Components

- **Pre Request Requirements:**
  - Exhaust all available resources prior to request to next level of government, i.e., internal staffing/equipment and volunteers, mutual aid, private sector
  - Authorization by agency policy (emergency operations plan), administrative code, executive order (National Incident Management System/Incident Command System)
  - Financial ability to pay for and authorization to utilize said funds for purpose
Life Span of a Resource Request: 
Resource Requisition Components

• **Request Types:**
  • Specific – Specific equipment, supply, personnel (resource typing)
  • Tactical Objective – Road clearing, debris removal (list mission not equipment to allow for flexibility)

• **Methods for Requesting Resources:**
  • Written requests (preferred)
    • Incident Command System - ICS 213 Resource Request (form)
    • via designated software program, email, fax or hand delivered
  • Verbal requests via relayed communications such as radio (amateur, digital winlink, or traditional public safety) or telecommunication (satellite, cell or landline)
Life Span of a Resource Request: City to County

Following catastrophic earthquake, city jurisdiction identifies need for debris removal and road clearing mission.

Resources unable to be obtained locally or through mutual aid, request made to County EOC via amateur radio.
Life Span of Resource Request: State of Oregon Request Pathway

State Emergency Coordination Center
Standard Assistance Request Pathway
Position Checklists, Forms, Software Tools

- 3 Positions play a role in tracking, obtaining and paying for needed resources
  - Plans Section – Resource Unit Leader
  - Logistics Section – Supply Unit Leader
  - Finance/Admin – Procurement Unit Leader

- Resource Ordering Forms
  - ICS 213 RR – Resource Request

- Data Collection Software
  - Situation Summary Workbook
  - ICS Forms Workbooks
  - Ops Center

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**Resources Unit Leader Position Checklist**

The following checklist should be considered as the minimum requirements for this position. Note that some of the tasks are one-time actions; others are ongoing or repetitive for the duration of the incident.

- ✓
- 1. Obtain briefing from Planning Section Chief.
- 2. Organize, staff, and supervise Unit, as appropriate, and provide for adequate relief.
- 3. Establish check-in function at Incident locations (ICS Form 211).
- 4. Establish contact with Incident Information Sources such as Staging Area Manager, Operations Section Chief, and Incident Commander to determine what resources have been assigned to the incident, their status, and location.
- 5. Compile, maintain, and display resource status information on: 1) all tactical and support personnel and apparatus (including agency-owned, mutual aid, or hired), and 2) transportation and support vehicles:
  - Review ICS Form 201 for resource information.
  - Review Check-In List (ICS Form 211).
  - Confirm resources assigned to Staging.
  - Confirm resources assigned to Tactical Operations organization.
  - Confirm resources assigned to other Command and General Staff functions.
- 6. Establish and maintain resource tracking system.
- 7. Maintain master roster of all resources at the incident:
  - Total number of personnel assigned to the incident.
  - Total number of resources assigned to each Section and/or Unit.
  - Total number of specific equipment/apparatus types.
Submitting Resource Requests to County EOC

- Resource Ordering for Special Districts, Cities and Tribal Partners
- Preferred Submission to the County EOC
  - 1) Email, Word/Excel version
  - 2) Fax
  - 3) In Person
  - 4) Phone
  - 5) Radio
- Continue to utilize traditional ordering processes until at capacity or overwhelmed
Requests will be tracked at the County EOC by requesting agency, priority and availability of resources.

ICS 213 RR – Resource Request (Lincoln County)

Resource Request Form (ICS 213RR)
EOC - Lincoln County, Oregon

--

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EOC - Lincoln County, Oregon

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ICS 213 RR – Resource Request (Lincoln County)

Resource Request Form (ICS 213RR)
EOC - Lincoln County, Oregon

Requests will be tracked at the County EOC by requesting agency, priority and availability of resources.
Continuity of Operations Planning (COOP)
What is it?

- **Continuity of Government (COG)** – A coordinated effort within each branch of Government to ensure that National Essential Functions (NEF’s) continue to be performed during a catastrophic emergency.

- **Continuity of Operations (COOP)** – An effort within individual organizations to ensure they can continue to perform their essential functions during a wide range of emergencies, including localized acts of nature, accidents, and technological or attack-related emergencies.

- **Continuity Plan** – A plan that details how an individual organization will ensure it can continue to perform its essential functions during a wide range of emergencies.
Understand the cycle
Who should be COOP ready?

- Are you in this picture?
- Do you want to be in this picture?
- Should you be in this picture?
- What if you are asked to be in this picture – ARE YOU READY?
Where do we begin?

- Increase your understanding of COOP
  - Does your department already have a plan?
  - Is it up to date...need refreshing?
  - Do you need to start a plan?
  - Have you asked your counterparts in other agencies what they have done?
- Consider creating a multi department COOP team for your agency
Develop your plan

- Develop your **Plan**
  - Who are your subject matter experts in your department? Recruit them!!
- What is in your **Tool Kit**?
- What are your **Downtime Resources**?

---

**Continuity Guidance Circular 1 (CGC 1)**

Continuity Guidance for Non-Federal Governments (States, Territories, Tribes, and Local Government Jurisdictions)

*July 2013*
Plan Templates
Template Components

<table>
<thead>
<tr>
<th>Form A. COOP Response Team</th>
</tr>
</thead>
<tbody>
<tr>
<td>Form B. Prioritized Listing of Essential Functions</td>
</tr>
<tr>
<td>Form C. Personnel Contact List (Rapid Recall List)</td>
</tr>
<tr>
<td>Form D. Delegation of Authority</td>
</tr>
<tr>
<td>Form E. Orders of Succession</td>
</tr>
<tr>
<td>Form F. 1. Requirements for Alternate Work Site</td>
</tr>
<tr>
<td>2. Agency Alternate Facilities</td>
</tr>
<tr>
<td>Form G. Vital Records</td>
</tr>
<tr>
<td>Form H. Vital Systems, Equipment and Priority</td>
</tr>
<tr>
<td>Form I. Alternative Modes of Communication</td>
</tr>
<tr>
<td>Form J. Organizational Go Kit Contents and Maintenance List</td>
</tr>
<tr>
<td>Form K. Training, Testing and Maintenance</td>
</tr>
<tr>
<td>Form L. COOP - Plan Maintenance</td>
</tr>
<tr>
<td>Form M. COOP - Plan Cross-walk</td>
</tr>
</tbody>
</table>
What ?’s do I ask?

WORKSHEET B5: Essential Function Questionnaire
(1 of 2)

Building on the results documented in Worksheet B2, the objective of this worksheet is to further evaluate essential agency functions and develop measures to minimize. If, at any point, the function is determined to NOT be critical or essential, it is not necessary to complete the questionnaire for that function.

Area of Responsibility: 
Function: 

Services this function provides. (Additionally identify any supportive functions upon which this function depends. Primary essential functions may depend upon functions not previously identified as essential or on functions both within and outside the agency. If this function under evaluation is in fact determined to be essential, then supportive functions identified here are also critical and need to be evaluated separately using Worksheet B3.)

1. The loss of this function would have the following effect on the agency:
Check: 
- [ ] Catastrophic effect on the agency or multiple division/directorates
- [ ] Catastrophic effect on one division/directorate
- [ ] Moderate effect on the agency
- [ ] Moderate effect on some divisions/directorates
- [ ] Minor effect on the agency or some divisions/directorates

2. How long can this function continue without its usual operation of information systems and telecommunications support? Assume that loss of support occurs during your busiest, or peak period.
Check: 
- [ ] Up to 1 Hour
- [ ] Up to 1 Day
- [ ] Up to 2 Days
- [ ] Up to 3 days
- [ ] Up to 1 Week
- [ ] Up to 1 Month
- [ ] Up to 2 Weeks
- [ ] Other (specify)

Indicate the peak time(s) of year and/or peak days of the week and/or peak time of day, if any, for this function and its associated applications:
(Days) [ ] Sun [ ] Mon [ ] Tue [ ] Wed [ ] Thu [ ] Fri [ ] Sat
(Hour) AM: [ ] 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ] 6 [ ] 7 [ ] 8 [ ] 9 [ ] 10 [ ] 11 [ ] 12
(PM) [ ] 1 [ ] 2 [ ] 3 [ ] 4 [ ] 5 [ ] 6 [ ] 7 [ ] 8 [ ] 9 [ ] 10 [ ] 11 [ ] 12

WORKSHEET B5: Essential Function Questionnaire
(2 of 2)

3. Are there any other peak load or stress considerations?

4. Have you developed/established any backup procedures (manual or otherwise) to be employed to continue this function in the event that the associated applications are not available? Consider how much data you can afford to lose.

If yes, how often have those procedures been tested?

5. The loss of this function would have the following legal ramifications due to regulatory statutes, contractual agreements, or law: (specify the area of exposure)

6. The loss of this function would have the following negative impact on personnel in this agency:

7. The loss of this function would keep us from supplying the following services to the public and other entities:

8. Specify any other factors that are to be considered when evaluating the impact of the loss of this function:

9. Are there ANY other supportive resources upon which this function depends (partner, vendor, software, unique resource, etc.) not already identified above?

10. Does an analysis of the responses to the above questions indicate that this function is still essential and/or critical to the agency? If yes, indicate below when such label is appropriate:

Always:
During the following period of the year:
During the following period of the month:
During the following day(s) of the week:
Other time period (specify):
Storage of information - electronic

As of 10/01/15, all cities and counties will have access to this software program at no charge.
Storage of information - downtime

- Departmental disaster supply box or “go box”
  - Just in time documents
  - Important resource information

- Back up portable devices
How did we do?

- Now you have a plan...challenge yourself and your department!
  - Participate in emergency management exercises
  - Conduct departmental exercises
    - Low key, simple, achievable
    - Practice something every month – even if it’s only 15 minutes at a staff meeting
  - Volunteer to co-share a COOP exercise for another department
COOP in Lincoln County

- COOP Refresher Training?
- Emergency Operation Center (EOC):
  - EOC position folders
  - Building our bench of EOC Team Members
  - Education for County and Public Safety partners
- Departmental disaster supply boxes
  - What do you need in your box?
  - Agreement on basic departmental response
- COOP Teams
What’s up next?

- Refresh and revitalize departmental COOP plans
- Refresh and validate public health and public safety incident response plans with input from local stakeholders
- Develop:
  - Resource management
  - Volunteer management
  - Donation management
  - Recovery strategies and plans
Educational Opportunities

- **FEMA Self Learning Modules:** [http://training.fema.gov/IS/](http://training.fema.gov/IS/)
  - IS-100, 200, 700, 800
  - IS-546.a: COOP Awareness Course
  - IS-547.a: Introduction to COOP

- **FEMA Classroom Courses**
  - IS-300, 400
  - Position Specific Courses

---

Oregon Emergency Management

NIMS – Who Takes What?

Training Calendar and Guidelines
## NIMS Required Classes

<table>
<thead>
<tr>
<th>Response Level</th>
<th>IS-700 Intro to NIMS</th>
<th>IS-100 Intro to ICS</th>
<th>IS-200 Basic ICS</th>
<th>IS-300 Intermediate ICS</th>
<th>IS-400 Advanced ICS</th>
<th>IS-800 NRF</th>
<th>IS-701 MACS</th>
<th>IS-702 PIO</th>
<th>IS-703 Resource Mgt.</th>
<th>IS-706 Mutual Aid</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Entry Level</strong></td>
<td>✓</td>
<td>✓</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>First Line Supervisor</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td></td>
<td>✓</td>
<td></td>
<td></td>
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</tr>
<tr>
<td><strong>Middle Management</strong></td>
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<td>✓</td>
<td>✓</td>
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<td></td>
</tr>
<tr>
<td><strong>Command Staff</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
</tbody>
</table>
Educational Opportunities

• Personal and Family Readiness
  • Local Emergency Management websites
  • Oregon Emergency Management and other State department sites
Exercises

- Departmental...refreshers
- Multi-departmental, Fire-Earthquake, Armed Intruder
- County EOC
  - Quarterly exercises, test our systems
  - Tabletops
  - Full scale exercises
- What’s in our future?
  - Debris Management, 05/03/16
  - Wildland Fire, 05/26/16
  - Cascadia Rising!!!!!!!, June 7-10, 2016
  - Public Health, 08/23/16
Questions?

Virginia “Jenny” Demaris
Lincoln County Sheriff’s Office
Emergency Manager
vdemaris@co.lincoln.or.us
(541) 265-4199