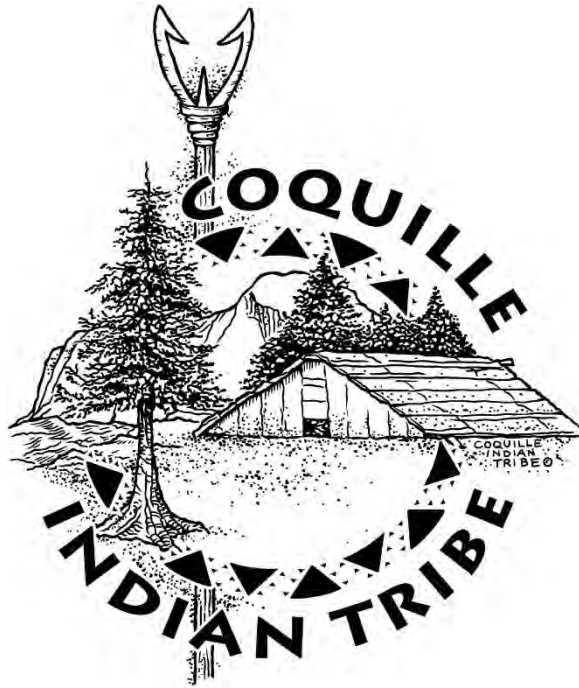


**Coquille Indian Tribe  
EMERGENCY OPERATIONS PLAN**



**February 2015**

**Updated March 2017**

**By Tribal Emergency Management**

Coquille Indian Tribe  
3050 Tremont St  
North Bend, Oregon 97459

**Original Document Prepared by:**



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# Immediate Action Checklist

Use the following Immediate Action Checklist to initiate the Coquille Indian Tribe's response and support to an emergency incident. If you are not qualified to implement this plan, dial 9-1-1 and ask for assistance.

## 1. Receive alert of the incident.

- Alerts should be directed to the Emergency Management Coordinator & Tribal Executive Director or designee.
- If the Tribal Executive Director or designee is not available, alerts should be directed based on the line of succession outlined in Section 1.8.1.
- Alerts may be received through dispatch, responding agencies, an on-scene Incident Commander, the public or other sources.
- If you are the first person receiving notification of the incident call 9-1-1 if the incident requires and provide as much detail as possible.
- *See ESF 2 - Communications of the Coquille Indian Tribe Emergency Operations Plan for more information on alert and warning.*

## 2. Determine need to implement the Coquille Indian Tribe Emergency Management Organization. (EMO)

- The Emergency Operations Coordinator and Tribal Executive Director should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the Coquille Indian Tribe for the incident. This may range from the Tribal Executive Director and Emergency Operations Coordinator being on stand-by to initiate partial or full activation of the Tribe's Emergency Operations Center.
- Identify key personnel who will be needed to staff the Emergency Operations Center.

## 3. Notify key Tribal personnel and response partners.

- The Tribal Executive Director or designee in consultation with the Emergency Operations Coordinator will notify key personnel to staff the Emergency Operations Center in person or through virtual means based on incident needs.

**Immediate Action Checklist**

- The Tribal Executive Director or designee and the Emergency Operations Coordinator should consider activation of personnel that can assume a Tribal Incident Command role at a scene based on incident location, employment duty station, and needs.
  - Notify appropriate emergency response agencies.
  - *See the Coquille Indian Tribe Emergency Contact List maintained by the Emergency Management Coordinator and Tribal Executive Director.*
- 4. Activate the Emergency Operations Center as appropriate.**
- Coquille Indian Tribe will utilize the Incident Command System in managing the Emergency Operations Center.
  - Primary Emergency Operations Center Location: Tribal Administration 3050 Tremont Street, North Bend, Oregon
  - Alternate Emergency Operations Center Locations: Any Tribal Conference Room with availability, a mobile Emergency Operations Center if available or the Community Health Center Gym located at Kilkich. Locations can change based on new buildings and as supplies and equipment are obtained.
  - *See Section 5 of the Basic Plan of the Coquille Indian Tribe Emergency Operations Plan for information on Emergency Operations Center operations.*
- 5. Establish communications with the on-scene Incident Commander.**
- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
  - If the event is on tribal lands or affects the tribal community, the Tribal Emergency Operations Center Incident Commander may designate a tribal on-scene Incident Commander to establish unified command or send a Tribal Liaison to the site to ensure coordination of the event.
  - The on-scene Incident Commander may assign a radio frequency that the Emergency Operations Center can use to communicate with the scene.
  - *See ESF 2 – Communications of the Coquille Indian Tribe Emergency Operations Plan for more information on communications systems.*
- 6. Identify, in coordination with the on-scene Incident Commander, key incident needs.**

**Immediate Action Checklist**

- Consider coordination of the following, as required by the incident:
  - Protective Action measures including evacuation and shelter-in-place
  - Shelter and housing needs for displaced tribal members and visitors
  - Emergency public information and coordination with the media
  - Coordination with Tribal enterprises
  - Provisions for Access and Functional Needs Populations
  - Provisions for animals in disaster
- 7. Inform Oregon Emergency Response System and FEMA Region X of Emergency Operations Center activation and request support as needed.**
  - Oregon Emergency Response System: 800-452-0311
  - FEMA Region X: 425-487-4600
  - If necessary, responsible parties would then call the National Response Center at 800-424-8802.
- 8. Declare a state of emergency for the Coquille Indian Tribe, as appropriate.**
  - A Declaration of Emergency is typically done prior to a disaster when a threat is imminent, whereas a Disaster Declaration is done after a disaster occurs.
  - If the incident has, or threatens to, overwhelm the Coquille Indian Tribe's resources to respond, the Tribe should declare a State of Emergency.
  - A declaration may be made by the Tribal Chair.
  - If the Tribal Chair is not available, Tribal Council will follow the established succession plan.
  - The declaration must be ratified by Tribal Council as soon as a quorum is available.
  - If Tribal Council is unavailable, the Tribal Executive Director or designee may declare a State of Emergency if conditions threaten the health and safety of the tribal community.

Immediate Action Checklist

- o When Tribal Council becomes available, the Declaration of Emergency will be signed and ratified by Tribal Council and re-submitted.
- The declaration is submitted to the Oregon Emergency Response System (OERS).
- The Tribe may independently initiate the process to request a presidential disaster declaration under the Stafford Act.
- *See Section 1.7 of this Basic Plan of the Coquille Indian Tribe Emergency Operations Plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.*

While the Coquille Indian Tribe reserves its sovereign right to directly request a presidential disaster declaration under the Stafford Act, it is the Tribe’s intent to request and access emergency assistance, resources and assets through the Oregon Office of Emergency Management in accordance with established plans, policies, and procedures.

| Emergency Coordination                   | Emergency Policy and Governance |
|--|---------------------------------|
| 1. Tribal Executive Director or designee | 1. Tribal Chair                 |
| 2. Deputy Executive Director             | 2. Tribal Vice Chair            |
| 3. CFO                                   | 3. Tribal Chief                 |
| 4. HR Director                           | 4. Tribal Secretary/Treasurer   |
| 5. In-House Tribal Attorney              |                                 |
| 6. Controller                            |                                 |

# Preface

This Emergency Operations Plan is an all-hazard plan that describes how the Coquille Indian Tribe will organize and respond to emergencies and disasters in the community. Respecting the unique role of the Tribe as a sovereign nation, the plan is designed to be compatible with federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework and State of Oregon Emergency Operations Plan.

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

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

# Letter of Promulgation

To all Recipients:

Promulgated herewith is the revised Emergency Operations Plan for the Coquille Indian Tribe. This plan supersedes any previous versions of the Emergency Operations Plan. It provides a guiding framework within which the Tribe can plan and perform its respective emergency functions during a disaster or national emergency.

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

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

This plan has been approved by the Tribal Council. It will be revised and updated as required. All recipients are requested to advise the Tribal Executive Director or designee of any changes that might result in its improvement or increase its usefulness. Plan changes will be transmitted to all addressees on the distribution list.

\_\_\_\_\_  
Brenda Meade, Tribal Chair

\_\_\_\_\_  
Kippy Robbins, Tribal Vice-Chair

\_\_\_\_\_  
Don Ivy, Tribal Chief

\_\_\_\_\_  
Tribal Secretary/Treasurer

\_\_\_\_\_  
Toni Ann Brend, Representative #1

\_\_\_\_\_  
Linda Mecum, Representative #2

\_\_\_\_\_  
Eric Metcalf, Representative #3

\_\_\_\_\_  
DATE



# Plan Administration

The Tribal Executive Director or designee will coordinate review, revision, and re-promulgation of this plan every five years or whenever changes occur, such as lessons learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made by the Tribal Executive Director or designee without formal approval by the Tribal Council.

## Record of Plan Changes

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

| Date | Change No. | Department | Summary of Changes                       |
|------|------------|------------|--|
| 2014 | 001        | All        | Global Update                            |
| 2017 | 002        | All        | Global Update & Review by Tribal Council |
|      |            |            |  |
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### Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The Tribal Executive Director or designee is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained at the Tribal Executive Director or designee's office and posted online at [www.coquilletribe.org](http://www.coquilletribe.org).

| Department/Agency  | Title/Name   |
|--|--|
| Tribal Council   | Tribal Chair   |
| Administration Office  | Executive Director<br>Emergency Operations Coordinator |
| Coquille Tribal Police Department                                | Police Chief   |
| Public Works Department  | Public Works Director                                  |
| Community Health Center  | Health and Human Services<br>Administrator             |
| Coquille Indian Housing Authority                                | Executive Director                                     |
| Legal Services Department  | Tribal Attorney  |
| Charleston Rural Fire Protection District                        | Fire Chief   |
| City of Coos Bay   | Emergency Management Program<br>Manager                |
| City of North Bend   | City Administrator                                     |
| Confederated Tribes of Coos, Lower<br>Umpqua and Siuslaw Indians | Emergency Manager                                      |
| Coos County Emergency Management                                 | Program Manager  |
| Office of Emergency Management                                   | State Domestic Preparedness<br>Coordinator             |
| Bureau of Indian Affairs   | Tribal Liaison   |

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**Emergency Operations Plan Review Assignments**

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the Tribal Executive Director or designee for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is, in fact, encouraged. It is also encouraged that plan review will be performed concurrently with review of other related Coquille Indian Tribe emergency plans and procedures to enhance consistency.

| Section/Annex   | Responsible Party  |
|---|--|
| <b>Basic Plan</b>   | Tribal Executive Director or designee<br>Emergency Management Coordinator  |
| <b>Emergency Support Function Annexes</b>   |  |
| <b>ESF 1</b> Transportation   | Fleet Maintenance Program<br>Police Department, Mobility Management Program, Property and Projects Department  |
| <b>ESF 2</b> Communications   | IT Department, Coos Bay 911 Dispatch<br>Human Resources Department, Tribal Communications Officer, Coos County ARES/RACES  |
| <b>ESF 3</b> Public Works and Engineering   | Property and Project Management Department<br>Killich Maintenance Department, Fleet Maintenance Program, Natural Resources Department, Coquille Indian Housing Authority Maintenance Department                      |
| <b>ESF 4</b> Firefighting   | Charleston Rural Fire Protection District, North Bend Fire and Rescue, Coos Forest Protective Association (CFPA)<br>Emergency Management Coordinator   |
| <b>ESF 5</b> Information and Planning   | Tribal Executive Director or designee<br>Emergency Management Coordinator, GIS Department, Planning  |
| <b>ESF 6</b> Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Community Health Center (CHC)<br>Community Center, CIHA, Tribal Police Department, Southwest Oregon Community College, Coos County Emergency Management, American Red Cross, Community and Faith-based Organizations |

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| Section/Annex  | Responsible Party  |
|--|--|
| <b>ESF 7</b> Logistics Management and Resource Support | Finance Department<br>Legal Department, Human Resources Department, Planning   |
| <b>ESF 8</b> Public Health and Medical Services        | Coos County Public Health, Charleston Rural Fire Protection District, North Bend Fire and Rescue<br>Community Health Center, Bay Cities Ambulance, Bay Area Hospital, coos County Medical Examiner                         |
| <b>ESF 9</b> Search and Rescue                         | Area Law Enforcement Agencies<br>Tribal Police Department  |
| <b>ESF 10</b> Oil and Hazardous Materials              | Charleston Rural Fire Protection District, North Bend Fire and Rescue, Office of the State Fire Marshal Regional HazMat Team, Oregon Health Authority Radiological Protection Services<br>Emergency Management Coordinator |
| <b>ESF 11</b> Agriculture and Natural Resources        | Emergency Management Coordinator<br>Natural Resources Department, Coquille Indian Housing Authority, Elders Program, Property and Project Management, Community Health Center, CELS  |
| <b>ESF 12</b> Energy and Utilities                     | Property and Projects Department<br>Killich Maintenance, CIHA Maintenance, Area Utilities  |
| <b>ESF 13</b> Public Safety and Security               | Tribal Police Department<br>Coos County Sheriff's Office,  |
| <b>ESF 14</b> Community Recovery                       | Executive Director or designee<br>Tribal Council, Coquille Economic Development Corporation (CEDCO), Legal Department, Finance, Coquille Indian Housing Authority (CIHA), Planning   |
| <b>ESF 15</b> External Affairs                         | Tribal Executive Director or designee<br>CEDCO Public Information Officer, Tribal Communication Officer  |

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| Section/Annex                              | Responsible Party   |
|--|---|
| <b>Incident Annexes</b>                    |   |
| <b>IA 1</b> Earthquake (including Tsunami) | Emergency Management Coordinator  |
| <b>IA 2</b> Major Fire                     | Tribal Executive Director or designee<br>Emergency Operations Coordinator (in consultation with local Fire Department)                        |
| <b>IA 3</b> Flood                          | Executive Director or designee<br>Emergency Management Coordinator<br>Emergency Operations Center Personnel                                   |
| <b>IA 4</b> Severe Weather                 | Director Executive Director or designee<br>Emergency Management Coordinator<br>Emergency Operations Center Personnel                          |
| <b>IA 5</b> Tsunami                        | Executive Director or designee<br>Emergency Management Coordinator<br>Emergency Operations Center Personnel                                   |
| <b>IA 6</b> Hazardous Materials Incident   | Executive Director<br>Emergency Management Coordinator<br>Natural Resources<br>(consultation with EPA & local Fire Department)                |
| <b>IA 7</b> Public Health Incident         | Health and Human Services Administrator & Deputy Administrator<br>Emergency Management Coordinator  |
| <b>IA 8</b> Terrorism                      | Tribal Executive Director or designee<br>Tribal PD in consultation with Joint Terrorism Task Force or FBI<br>Emergency Management Coordinator |
| <b>IA 9</b> Transportation Accident        | Tribal Executive Director or designee<br>Tribal PD  |

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| Section/Annex                       | Responsible Party  |
|-------------------------------------|--|
| <p><b>IA 10</b> Utility Failure</p> | <p>Director Executive Director or designee<br/>                     Emergency Management Coordinator<br/>                     Emergency Operations Center Personnel<br/>                     Facilities Personnel as assigned by Tribal Executive Director or designee</p> |

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- ESF 10 – Oil and Hazardous Materials
- ESF 11 – Agriculture and Natural Resources
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- IA 10 – Utility Failure

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# Basic Plan





# 1

## Introduction

### 1.1 General

The Coquille Indian Tribe's emergency management mission is to ensure recovery of the Tribe in the event of a disaster or emergency event. The Tribe prepares for disaster and emergency events by ensuring coordination of disaster and emergency events through emergency management principles of protection, prevention, mitigation, response, and recovery activities that increase Tribal capabilities to minimize loss of life and reduce impacts from disasters.

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

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This EOP provides the foundation and guidance for use of a common language, fundamental principles, and incident management system necessary to effectively manage incidents within or affecting the Tribe.

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

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### 1.1.1 Whole Community Planning

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

Every Tribal member shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety and self-sufficiency. To the greatest extent possible, Coquille Indian Tribe will assist its members in carrying out this responsibility by providing preparedness and mitigation information and delivering critical public services during a disaster. However, a major emergency is likely to damage the Tribe’s critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable Tribal members prepared to take care of themselves and their families in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

## 1.2 Purpose and Scope

### 1.2.1 Purpose

This EOP outlines the Coquille Indian Tribe’s approach to emergency response and enhances the organization’s ability to protect the safety, health, and welfare of its members. It describes the Tribe’s emergency response organization and assigns responsibilities for various emergency functions, identifies lines of authority, and coordination, and communicates the legal basis and references that provide a framework for emergency planning for the Coquille Indian Tribe. This plan:

- Includes all hazards and types of emergencies likely to impact the Coquille Indian Tribe.
- Provides a framework for multi-discipline, multi-jurisdictional coordination and cooperation.
- Addresses all phases of a disaster through mitigation, preparedness, response, and recovery activities.
- Designates the National Incident Management System (NIMS) as the framework within which all emergency management activities occur.
- Directs use of the Incident Command System (ICS) for managing incident response.

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- Identifies roles and responsibilities of Coquille Indian Tribe departments, offices, and personnel in emergency operations, as well as those of cooperating public- and private-sector agencies.
- Establishes life safety, followed by protection of property and the environment, as emergency response priorities.
- Provides a common framework within which the Coquille Indian Tribe, special districts, and other agencies/organizations can integrate their emergency planning and response and recovery activities.

### 1.2.2 Scope

The EOP is implemented whenever the Coquille Indian Tribe must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact populated or rural portions of tribal land. This plan is intended to guide Tribal emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public and private-sector entities.

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, greatly facilitating multi-agency and multi-jurisdiction coordination. Using this framework, Tribal departments and agencies that operate under this plan are expected to develop and keep current standard operating procedures (SOPs) that describe how emergency tasks will be performed. Additional responsibilities include ensuring that the training and equipment necessary for response are in place.

The primary users of this plan are Tribal officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand the processes by which the Coquille Indian Tribe manages the wide range of risks to which it is subject.

### 1.3 Plan Activation

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

- Incidents affecting the Coquille Indian Tribe Reservation, other Tribal lands, Tribal facilities, or Tribal members.
- Health emergencies affecting the Coquille Indian Tribe Reservation, other Tribal lands, Tribal facilities, or Tribal members.

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- Non-routine life-safety issues affecting the Coquille Indian Tribe Reservation, other Tribal lands, Tribal facilities, or Tribal members.

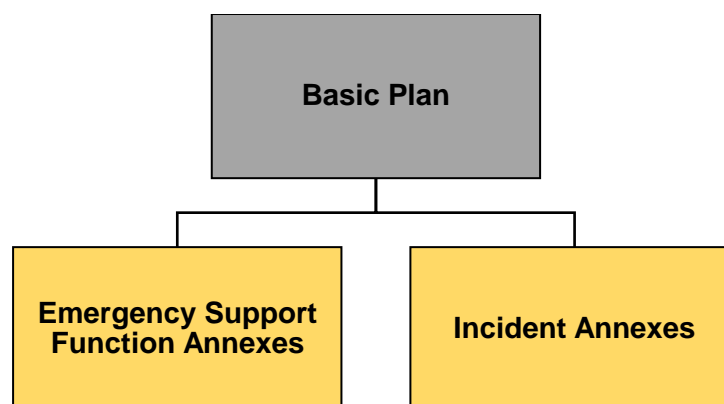
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Tribal Executive Director or designee may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

## 1.4 Plan Organization

The Coquille Indian Tribe's EOP is composed of the following main elements:

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

**Figure 1-1 Coquille Indian Tribe Emergency Operations Plan Organization**



### 1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the Coquille Indian Tribe has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements (MAAs), and request for resources and emergency spending powers.
- Describe the context under which the Coquille Indian Tribe will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for Tribal employees tasked with emergency preparedness and response functions.

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- Describe a concept of operations that describes how the Tribe will conduct emergency operations and coordinate with other agencies and jurisdictions.
- Describe the Coquille Indian Tribe’s emergency response structure, including activation and operation of the Tribal EOC and implementation of ICS.
- Discuss Tribal protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

### 1.4.2 Emergency Support Function Annexes

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

| <b>Annex</b> | <b>Function</b>  |
|--------------|--|
| ESF 1        | Transportation   |
| ESF 2        | Communications   |
| ESF 3        | Public Works and Engineering   |
| ESF 4        | Firefighting   |
| ESF 5        | Information and Planning   |
| ESF 6        | Mass Care, Emergency Assistance, Temporary Housing, and Human Services |
| ESF 7        | Logistics  |
| ESF 8        | Public Health and Medical Services                                     |
| ESF 9        | Search and Rescue  |
| ESF 10       | Oil and Hazardous Materials Response                                   |
| ESF 11       | Agricultural and Natural Resources                                     |
| ESF 12       | Energy and Utilities   |
| ESF 13       | Public Safety and Security   |
| ESF 14       | Community Recovery   |
| ESF 15       | External Affairs   |

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**1.4.3 Incident Annexes**

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural and human-caused/ technological hazards identified in the most current Coquille Indian Tribe Hazard Risk Assessment. The IAs are designed as functional checklists that identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident. Table 1-2 identifies the IAs included in this plan.

| <b>Annex</b> | <b>Hazard</b>                |
|--------------|------------------------------|
| IA 1         | Earthquake                   |
| IA 2         | Major Fire                   |
| IA 3         | Flood                        |
| IA 4         | Severe Weather               |
| IA 5         | Tsunami                      |
| IA 6         | Hazardous Materials Incident |
| IA 7         | Public Health Incident       |
| IA 8         | Terrorism                    |
| IA 9         | Transportation Accident      |
| IA 10        | Utility Failure              |

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

**1.5 Relationship to Other Plans****1.5.1 Tribal Emergency Plans****1.5.1.1 Hazard Mitigation Plan**

The Coquille Indian Tribe Hazard Mitigation Plan forms the foundation for the Tribe's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Consistent with the Disaster Mitigation Act of 2000, the plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and economic impact of future disasters. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

The Coquille Indian Tribe Hazard Mitigation Plan was last updated in 2017 and can be accessed through the Tribal Executive Director or designee's office.

*See Chapter 2 for a more detailed hazard analysis.*

**1. Introduction****1.5.1.2 Continuity of Operations**

Coquille Indian Tribe has not formalized a Continuity of Operations (COOP) plan to date. However, should the Coquille Indian Tribe develop or implement these plans in future, they may be used in conjunction with the EOP during various emergency situations. A COOP plan details the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. The plan identifies essential functions of local government, private-sector businesses, and community services and delineates procedures developed to support their continuation. COOP plan elements may include, but are not limited to:

- Ensuring the Coquille Indian Tribe's continuous functions and operations during an emergency.
- Maintaining clear lines of authority and, when necessary, implementing the approved line of succession and proper delegation of authority.
- Protecting critical facilities, equipment, vital records, and other assets.
- Reducing or mitigating disruptions to operations and essential community services.
- Reducing loss of life, minimizing property damage, and protecting the local economy from significant impacts.
- Achieving a timely and orderly recovery from emergencies and resumption of full services to the public.

**1.5.1.3 Tribal Department Emergency Plans**

Each department of the Coquille Indian Tribe is responsible for developing its internal emergency plans and procedures. To the greatest extent possible, these plans and procedures should complement the Tribal EOP. The following are noted as emergency plans and procedures currently maintained by Tribal departments:

- Coquille Indian Tribe Emergency Health Preparedness Plan
- Public Works Emergency Action Plan for 4<sup>th</sup> Creek and Tarheel Dams
- Natural Resources, Resource Management Plan for the Coquille Reservation Empire Property
- Tribal Specific Building Emergency Plans outline specific tribal building responses and contain evacuation planning and accountability documents



### 1.5.2 Federal Plans

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

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

### 1.5.3 State Plans

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

- **State Emergency Management Plan.** The State Emergency Management Plan consists of four volumes:
  - ***Volume I: Oregon Natural Hazards Mitigation Plan.*** Identifies and prioritizes potential actions throughout Oregon that would reduce the State’s vulnerability to natural hazards. In addition, the plan satisfies the requirements of the Federal Emergency Management Agency (FEMA) to ensure that Oregon is eligible to receive hazard mitigation and disaster assistance funds from the federal government.
  - ***Volume II: State of Oregon Preparedness Plan (in development).*** Includes the plans and guidance necessary for the State to prepare for the effects of a disaster, including guidance and requirements for the State’s training and exercise program.
  - ***Volume III: State of Oregon Emergency Operations Plan.*** Establishes the procedures by which the State coordinates response to an emergency including processes for resource requests from local and tribal partners, established roles and responsibilities for State agencies, and procedures for activation and operation of the State Emergency Coordination Center (ECC). The plan identifies 18 ESF annexes which serve as the mechanism for response support to local and tribal partners.
  - ***Volume IV: State of Oregon Recovery Plan.*** Establishes a State Recovery Organization and describes how the State will coordinate short, intermediate, and long-term recovery activities. The plan identifies seven State Recovery Functions that serve as the delivery mechanism for recovery support local and tribal partners.
- **Cascadia Subduction Zone Catastrophic Operations Plan** – The plan describes the roles and responsibilities of state agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.
- **State Debris Management Plan** – The plan provides a framework for State agencies and municipalities to facilitate and coordinate the

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evaluation, removal, collection, and disposal of debris following a disaster.

- **Mount Hood Coordination Plan** – The plan outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.
- **State Emergency Alert System Plan** – The plan is the FCC-mandated document outlining the organization and implementation of the State of Oregon Emergency Alert System (EAS). It is the guideline for Oregon State broadcasters and cable television operators, and state and local entities authorized to use EAS to determine: distribution of the President's message, mandated and optional monitoring assignments, and participation by the national weather service and local and state emergency agencies.

### 1.5.4 County Plans

The Coquille Indian Tribe is a sovereign nation whose service area covers 5 Oregon counties (Coos, Curry, Douglas, Jackson and Lane). Nearly all Tribal lands are located in Coos County. It is of interest to the Tribe to maintain a working relationship with Coos County and to be familiar with the County's plans and how they may link with Tribal emergency plans.

- **Coos County Emergency Operations Plan.** The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.
- **Coos County Hazard Mitigation Plan.** The County Hazard Mitigation Plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact of future disasters. Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.
- **Coos County Community Wildfire Protection Plan.** The Community Wildfire Protection Plan is a supplement to the wildfire chapter of the Coos County Natural Hazard Mitigation Plan (NHMP). It establishes a strategic vision for long-term wildfire risk-reduction activities and public outreach in Coos County. The plan outlines Coos County's wildfire mitigation goals, strategies, and activities and highlights other relevant plans, including land use, natural resource,

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capital improvement, and emergency operation plans. The Coos County Community Wildfire Protection Plan addresses the requirements of the 2003 Healthy Forests Restoration Act (HFRA), as well as other relevant federal and state wildfire policies.

- **Public Health Emergency Preparedness Program.** The Coos County Public Health Department is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the County.

### 1.5.5 City Plans

Tribal lands abut, and in certain cases are located within, incorporated cities such as North Bend. In addition, the Tribal EMO shares certain services with city governments, such as the Coos Bay 911 Dispatch Center.

Similar to counties, each City maintains a City EOP as part of a suite of plans that address various elements of the City's emergency management program. Each City may also maintain other plans addressing mitigation, continuity, and other aspects of emergency management. It is therefore in the Coquille Indian Tribe's interest to be familiar with the plans of each territorially contiguous City and/or each City which provides a service to or shares a service with the Tribe, including:

- City of Bandon
- City of Coos Bay
- City of Medford
- City of North Bend

### 1.5.6 Support Agency Plans

The Coquille Indian Tribe's EMO is supported by a number of partner agencies. To the greatest extent possible, the Tribe encourages support agencies to design their plans to complement the Coquille Indian Tribe EOP and will seek to engage support agencies in the EOP update process to ensure appropriate linkages. The following plans are maintained by Tribal enterprises that may be called upon to support Coquille Indian Tribe emergency operations:

### 1.5.7 Special District Emergency Plans

Special districts have separate systems of governance, and their service areas often overlap multiple jurisdictional boundaries. Some special districts provide primary emergency response for incidents in their districts using their own plans,

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policies, and procedures, which are coordinated with Coquille Indian Tribe and other local emergency plans. Most special district incident response is limited to activities directly related to the service(s) they provide. They rely on support from external agencies during response to a major incident management. The following plans apply to special districts that overlap Coquille Indian Tribe territory:

- Charleston Rural Fire District (CRFD) Standard Operating Guidelines

## 1.6 Authorities

### 1.6.1 Legal Authorities

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. The Coquille Indian Tribe has established an EMO and designated the Tribal Executive Director or designee as the Incident Commander in the Emergency Operations Center and as the primary Emergency Manager for the Coquille Indian Tribe. The Coquille Indian Tribe also maintains the Tribal Council Chair as the ultimate authority for the Coquille Indian Tribe EMO. The Tribal Executive Director may delegate certain responsibilities for emergency management program management and coordination to an Emergency Operations Coordinator or may delegate any of these activities to other designees, as appropriate. The Tribal Emergency Management Coordinator will be responsible for the organization, administration, and operation of the EMO as directed by the Coquille Indian Tribe Executive Director or designee.

The Tribal EMO will, at a minimum:

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

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The Tribal EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for Coquille Indian Tribe personnel will be developed and formalized by the Tribal Executive Director or designee.

Table 1-3 sets forth the federal and Tribal legal authorities upon which the organizational and operational concepts of this EOP are based.

| <b>Table 1-3 Legal Authorities</b>       |  |
|--|--|
| <b>Federal</b>                           |  |
| –  | <a href="#"><u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u></a> |
| –  | <a href="#"><u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u></a>              |
| –  | <a href="#"><u>National Disaster Recovery Framework</u></a>  |
| –  | <a href="#"><u>National Incident Management System (NIMS)</u></a>  |
| –  | <a href="#"><u>National Preparedness Goal</u></a>  |
| –  | <a href="#"><u>National Response Framework (NRF)</u></a>   |
| –  | <a href="#"><u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u></a>         |
| –  | <a href="#"><u>Presidential Policy Directive 8: National Preparedness</u></a>                                    |
| –  | <a href="#"><u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u></a>              |
| –  | <a href="#"><u>Sandy Recovery Improvement Act of 2013</u></a>  |
| <b>Coquille Indian Tribe<sup>1</sup></b> |  |
| –  | Coquille Restoration Act (25 USC 715)  |
| –  | Constitution of the Coquille Indian Tribe  |
| –  | CITC 310. Coquille Indian Tribe Fire Protection Ordinance  |
| –  | CITC 311. Fire Protection Regulation   |
| <b>State of Oregon</b>                   |  |

<sup>1</sup> References for Tribal Ordinances can be found online at:  
<http://www.coquilletribe.org/CoquilleTribalOrdinances.htm>.

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- [Oregon Revised Statutes \(ORS\) 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency](#)
- [ORS 279B.080 – Emergency Procurements](#)
- [ORS 401. Emergency Management and Services](#)
- [ORS 402. Emergency Mutual Assistance Agreements](#)
- [ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System](#)
- [ORS 404. Search and Rescue](#)
- [ORS 431. State and Local Administration and Enforcement of Health Laws](#)
- [ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air](#)
- [ORS 476. State Fire Marshal; Protection From Fire Generally](#)
- [ORS 477. Fire Protection of Forests and Vegetation](#)
- [State of Oregon Emergency Operations Plan](#)

### 1.6.2 Mutual Aid and Intergovernmental Agreements

ORS 402 authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Although as a sovereign nation the Coquille Indian Tribe is not required to be in direct compliance with this State law (ORS 402), they follow these protocols for obtaining personnel, supplies, and services. These protocols indicate that resources may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

*See Appendix D for Existing Mutual Aid Agreements.*

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

## 1.7 Emergency Powers

### 1.7.1 General

The Coquille Indian Tribe is responsible for protecting its members from disasters and for helping them to recover when a disaster strikes. In some cases, a disaster is beyond the capabilities of Coquille Indian Tribe to respond. Based on Tribal authority and State and federal law, a Tribal declaration of emergency by the Tribal Chair allows for flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations in order to meet immediate needs.

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

The Legal Services Department should review and advise Coquille Indian Tribe officials regarding possible liabilities arising from disaster operations, including exercising any or all of the above powers.

### 1.7.2 Tribal Emergency Declaration/ Disaster Declaration Process

#### 1.7.2.1 Authority

Under its sovereign status, the Coquille Indian Tribe retains authority to declare a local State of Emergency or Disaster Declaration independent of actions taken by surrounding counties. The Tribal Executive Director or designee and the Coquille Indian Tribal Council will determine disaster or emergency declaration submission based on the severity and impact of an event. Emergency or Disaster submissions may be direct to Federal Emergency Management Agency (FEMA) or through the State of Oregon and will occur when the Tribe's available resources and mutual aid resources will not meet the needs of the event, are nearing exhaustion, or exhausted as a result of the event.

Federal departments and agencies can also work directly with tribes within existing agency authorities and resources in the absence of a Presidential Declaration of a State of Emergency.

#### 1.7.2.2 Tribal Council Emergency Declaration Process

The Tribal Executive Director or designee will advise the Tribal Chair when a local state of emergency should be declared. A declaration of emergency can be done for several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing State, or federal disaster assistance. A state of emergency can be done prior to a disaster to avert and mitigate safety and health hazards. To declare a state of emergency when the Tribal Council Chair is immediately available, the Tribal Chair will either call a regular or special meeting of the Tribal Council to request a declaration of emergency or immediately declare an emergency in writing.



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A declaration by the Tribal Chair will be effective for seven days, at which time the Tribal Council can extend the time period should an emergency continue to exist.

### 1.7.2.3 Content

A Tribal declaration of emergency shall:

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

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

### 1.7.2.4 Emergency Operations Center Support

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

- **Tribal Executive Director or designee:** Present the declaration materials to Tribal Chair.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- **Planning:** Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).

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- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

*See Appendix B for sample Declaration of Emergency forms.*

### 1.7.3 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and Memorandums of Agreement (MAAs) or Memorandums of Understanding (MOU's) have been initiated. However, State departments and agencies can also work directly with tribes within existing agency authorities and resources in the absence of a local or Presidential Declaration of a State of Emergency.

The Office of Emergency Management (OEM) Operations Officer coordinates with the agencies represented in the State Emergency Coordination Center (ECC) to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

State resources are provided to the Tribal Emergency Management Organization (EMO) or to the local Incident Commander, as agreed upon by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

### 1.7.4 Federal Assistance

FEMA provides resources, coordination, planning, training, and funding to support tribes when requested.

In the event that the capabilities of the State are not sufficient to meet the requirements as determined by the Governor, federal assistance may be authorized. OEM coordinates requests for federal assistance through the State ECC. FEMA coordinates the Governor's Presidential request for assistance in accordance with the NRF.

In addition, the Sandy Recovery Improvement Act of 2013 affirms the right of federally-recognized Indian tribal governments to request a Presidential emergency or major disaster declaration and receive federal emergency assistance under the Stafford Act independent of a state request.

The Coquille Indian Tribe may therefore make an independent request for federal emergency assistance, or elect to be considered as part of a State request. Tribal requests for federal emergency assistance must come in the form of a Declaration. In consultation with the Tribal Executive Director and Emergency Operations Coordinator, the Declaration is signed by the from a tribe's Chief Executive, such

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as the Coquille Indian Tribe Tribal Chair or by succession personnel. Under draft guidance released in April 2013, the following steps should be accomplished prior to requesting such a declaration:

1. Coquille Indian Tribe activates its Emergency Operations Plan (EOP) and dedicates resources to response activities.
2. Coquille Indian Tribe collects initial damage estimates to identify needs and seeks resources for unmet needs from NGOs, other tribal governments or organizations, state and local governments, and federal agencies for non-Stafford Act assistance.
3. Coquille Indian Tribe determines unmet needs remain after all other resources are exhausted. The Tribal EOC requests a Joint Preliminary Damage Assessment (JPDA) from FEMA Region X Office in Bothell, WA.
4. JPDA teams are assembled and damage assessments are conducted.
5. Coquille Indian Tribe reviews JPDA results and determines need for Stafford Act assistance and decides whether to submit an independent request or to seek assistance as part of a state request.
6. Within 30 days of the incident, Tribal Chair submits a declaration request to the President through FEMA's Region X Administrator. The request is based on damage assessment findings, describes impacts of the disaster and specifies requested programs. If the event prevents a Presidential request within 30 days, a letter requesting an extension can be done.

In making the decision to directly request federal emergency assistance Stafford Act, the Coquille Indian Tribe should consider:

- Requirements of administering disaster assistance should the President declare an emergency or major disaster;
- Need for Hazard Mitigation and other administrative plans;
- Ability to receive, distribute and supervise the use of funding; and
- Compliance with records management and auditing requirements.

## 1.8 Continuity of Government

### 1.8.1 Lines of Succession

Table 1-4 provides the policy and operational lines of succession during an emergency for the Coquille Indian Tribe.

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| Table 1-4 Coquille Indian Tribe Lines of Succession  |   |
|--|---|
| Emergency Coordination   | Emergency Policy and Governance   |
| <ol style="list-style-type: none"> <li>1. Tribal Executive Director or designee</li> <li>2. Deputy Executive Director</li> <li>3. CFO</li> <li>4. HR Director</li> <li>5. In House Tribal Attorney</li> <li>6. Controller</li> </ol> | <ol style="list-style-type: none"> <li>1. Tribal Chair</li> <li>2. Tribal Vice Chair</li> <li>3. Tribal Chief</li> <li>4. Tribal Secretary/Treasurer</li> </ol> |

Each Tribal department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession for each department can be found in the Executive Director’s office and in HR Employment Policies 200-0050. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Tribal Executive Director or designee will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within Coquille Indian Tribe are responsible for developing and implementing Continuity of Operations Plans (COOP) and Tribal governing body is responsible for Continuity of Government (COG) plans to ensure continued delivery of vital services during an emergency.

**1.8.2 Preservation of Vital Records**

The Coquille Indian Tribe is in the process of developing a vital records packet. As part of this effort, each Tribal department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information to achieving the agency mission. The Tribal IT Department has taken steps to preserve records through offsite backup servers that are out of an earthquake/tsunami zone.

**1.9 Administration and Logistics**

**1.9.1 Request, Allocation, and Distribution of Resources**

As noted above, an emergency declaration and request for assistance may be submitted directly to the FEMA Regional Administrator. The Coquille Indian Tribe may also submit resource requests and emergency/disaster declarations, through the Tribal Chair to the Director of OEM according to provisions outlined

## 1. Introduction

under ORS Chapter 401. *Refer to ESF 7 – Logistics Management and Resource Support for detailed information regarding available resources and coordination procedures established for the Coquille Indian Tribe.*

In times of declared disasters, all assistance requests will be made through the Coquille Indian Tribe EOC. The Coquille Indian Tribe EMO processes subsequent assistance requests to the federal government or State.

In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The local Fire Chiefs and the local Fire Defense Board Chief assess the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

In addition, the Coquille Indian Tribe can also receive assistance under the FEMA Fire Management Assistance Grant Program (FMAGP) for wildland fires that threaten the built environment, where existing State and local resources are insufficient to stop the spread of the fire and mitigate risk to the built environment. However, under current federal rules (44 CFR 204.22), the application for assistance must come from the State Governor or Governor's Authorized Representative to the FEMA Regional Administrator. FMAGP assistance is typically administered through the Oregon Department of Forestry.

### 1.9.2 Financial Management

During an emergency, the Coquille Indian Tribe is likely to find it necessary to redirect Tribal funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the Tribal Executive Director or designee as established in the tribal succession plan. The Tribal Executive Director or designee may allocate 50,000 dollars to emergency response for life safety issues without a Tribal Council meeting. Tribal Council will be informed as soon as possible. If an incident requires more than 50,000 dollars or a major redirection of Tribal fiscal resources, the Tribal Council will meet as soon as possible in emergency session to decide how to respond to the emergency funding needs, declare a State of Emergency, and request assistance through the State as necessary. The following general procedures will be carried out:

- The Tribal Council will meet in emergency session to decide how to respond to the emergency funding needs.
- The Tribe will complete written documentation for a declaration of a State of Emergency and request assistance through the federal government or State.

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- If a quorum of Tribal Council members cannot be reached, and if a prompt decision will protect lives, Tribal resources, and facilities or private property, the Executive Director or designee with assistance from the Chief Financial Officer may act on emergency funding requests. The Tribal Council will be advised of such actions as soon as practical. A quorum may be reached for emergency funding requests via telephone or internet communication.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the Financial Management Department and managed through the Chief Financial Officer to identify budgetary shortfalls. The Procurement Officer will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentation should be submitted for filing FEMA Public Assistance reimbursement requests by the Chief Financial Officer. During activation of the Coquille Indian Tribe EOC, financial management will be handled by the Finance Section, which will be staffed by the Financial Management Department.

### 1.9.3 Legal Support and Liability Issues

Legal support for the Coquille Indian Tribe during an emergency is provided by the Legal Services Department.

Liability issues and potential concerns among government agencies, private entities, other response partners, and jurisdictions, are addressed in existing MAAs and other formal memoranda established for the Coquille Indian Tribe and its surrounding jurisdictions.

### 1.9.4 Reporting and Documentation

Proper documentation and reporting during an emergency is critical for the Coquille Indian Tribe to receive proper reimbursement for emergency expenditures and to maintain a historical record of the incident. Tribal staff will maintain thorough and accurate documentation throughout the course of an incident or event. Incident documentation should include:

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- Incident and damage assessment reports
- Incident Action Plans
- Activity Logs (ICS 214)
- All Volunteers hours
- Childcare Expenses
- Accident/Injury Reports
- Cost recovery forms
- All Financial Expenditures
- Incident critiques and After-Action Reports.

All documentation related to the Coquille Indian Tribe emergency management program will be maintained, as applicable, in accordance with Tribal public records and meetings laws as appropriate.

### **1.10 Safety of Employees and Family**

All Tribal department heads, or designees, are responsible for the safety of employees.

While all Coquille Indian Tribe agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is encouraged to develop family emergency plans to facilitate family safety and self-sufficiency, which, in turn, will enable employees to return to their responsibilities to the Coquille Indian Tribe and its members as rapidly as possible in the event of an emergency.

Processes in support of employees and their families when an emergency is declared will be further developed through ongoing COOP planning. Departments with developed Continuity of Operations Plans (COOP) will establish alternate facilities and staff locations, as applicable.

If phone systems are working following a critical event, a dedicated phone line with information for employees will be established with information on reporting to work.

Once a tribal mass notification system is in place, and if functioning following a critical event, employees will be given information and directions through the mass notification system.

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Notification procedures for employee duty assignments will follow the required procedures established by each department supervisor or as directed by the Tribal Executive Director or designee.

Emergency 9-1-1 should only be utilized if emergency assistance is needed.

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

Safety precautions and personal protective equipment decisions will be specific to the type of incident and in consultation with public health authorities may require just-in-time training for tribal staff and the first responder community.

If necessary, the Oregon Occupational Safety and Health Administration may provide assistance and guidance on worker safety and health issues. Information on emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in ESF 8 – Public Health and Medical Services.



# 2

## Situation and Planning Assumptions

### 2.1 Situation

The Coquille Indian Tribe's lands are exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the Reservation may be subject include droughts, floods, wildfires, and winter storms. The threat of a chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagration, major transportation accidents, or acts of terrorism.

#### 2.1.1 Community Profile

##### 2.1.1.1 History

Today's members of the Coquille Indian Tribe are descendants of several different bands of people who for thousands of years lived in the watersheds of the Coquille River System, a small portion of Coos Bay, and areas north and south of the Coquille River's mouth where the river empties into the Pacific Ocean at present day Bandon, Oregon. Combined, their ancestral territory included more than 700,000 acres.

In the 1850s under military threat, these bands negotiated treaties with the U.S. Government that should have established permanent homelands for these people; however, the treaties were never ratified. Shortly after signing the treaties, the Coquille people were forced onto already established reservation lands, the Siletz Indian Reservation and the Grande Ronde Indian Reservation, north of the Coquille Indian Tribe's traditional territory.

In 1954, the federal government terminated its recognition of the Coquille Indian Tribe. The Tribe would not regain federal recognition until June 28, 1989, when the Coquille Restoration Act (Public Law 101-42) was enacted.

2. Situation and Assumptions

2.1.1.2 Geography

Following the Coquille Restoration Act, the modern Coquille Indian Tribe has subsequently negotiated several land purchases, and today the Tribe owns approximately 6,900 acres of land primarily located in Coos County, Oregon.

Tribal Lands include the 1,045-acre Empire Reservation on two parcels in Coos Bay, the 5,400-acre Coquille Forest on 14 separate parcels south and east of Myrtle Point in the Coast Range mountains, as well as lands associated with tribal facilities and businesses including the Mill Casino and Tribal Administration Buildings in North Bend, Charleston Industrial Park in Charleston, and the Metcalf Tract. In addition, the Tribe owns Seven Devils Farm and Fourmile farm near Bandon.

The Coquille Indian Tribe provides services to its members throughout a 5-county service area including Coos, Curry, Douglas, Jackson and Lane Counties.

Figure 2-1 Map of Coquille Indian Tribe Lands



## 2. Situation and Assumptions

### 2.1.1.3 Demographics

Tribal enrollment has increased steadily since restoration in 1989. Today, the Coquille Tribe has over 1,000 members, approximately 500 of whom live in the Tribe's 5-county service area, including approximately 300 in Coos County, mostly on the Empire Reservation.

### 2.1.1.4 Economy

Coos County's economy is dominated by forest products, tourism, fishing, and agriculture. The Coquille Indian Tribe is the second largest employer in Coos County due in large part to its economic development venture the Coquille Economic Development Corporation (CEDCO). Mith-ih-kwuh Economic Development Company is a Tribal investment entity created under Section 17 of the Indian Reorganization Act. CEDCO and Mith-ih-kwuh are responsible for a multitude of successful business ventures in gaming, hospitality, high-speed telecommunications, timber exports, and renewable energy.

### 2.1.1.5 Transportation

Commuting Patterns: Key transportation routes for access to goods and services in Coos Bay and North Bend on or immediately adjacent to Coquille Indian Tribal lands include:

- State Highway 101 which is a critical north/south highway providing access to the Mill Casino, Hotel, RV Park, Tribal Government Administration Building and Four Mile Farm. This route could potentially flood in the event of an earthquake, flood, or tsunami.
- State Highway 42 is a critical east/west highway providing access to the Coquille Forest located in the communities of Bridge and Remote east of the city of Coquille.
- Newmark Street and Cape Arago Highway (State Hwy 240) are critical connectors to the Kilkich Reservation. Cape Arago Highway will be susceptible to flooding and damage in the event of an earthquake/tsunami.
- Libby Lane is a county road that has a connection to the Tarheel Loop Road which provides an emergency route off the reservation through the BACAPA property providing access to Charleston and Coos Bay.
- Miluk Extension provides access to routes through the Empire Forest that connects to other Coos Bay roads. The route has a bridge that could be damaged in the event of an earthquake. This route connects to three gated outlets off the reservation at Grinnell, Wygant, and Morrison Streets.
- Miluk Drive, Mexeye Loop, and Jistayaya Court are all improved paved roads on the Kilkich Reservation which provide access for

## 2. Situation and Assumptions

ingress and egress to the tribal housing development. These roads are also utilized to access the tribal government services which include the Tribal Police Department, Housing Authority, Community Health Center, Community Center, Culture, Education, and Library facility, Tribal Shop, and Plankhouse.

The pattern for commuting to tribal lands and facilities is primarily by personal vehicle. Bus service is available and provided by Coos County Area Transit (CCAT). Coos Bay School District provides bus service daily for children to the local schools. The Tribe provides transit services for elderly and disabled members utilizing state transit funding. Taxi service is available from the local Coos Bay Yellow Cab Company.

All routes for commuting to outlying tribal properties are a mixture of city, county, state, and federal roads. The majority of these routes are inventoried and included in the Tribes Long-range Transportation Plan. The majority of roads that the Tribe owns are located on forested property and are typically gravel surfaced resource roads providing access for forest, natural resources, and land management.

### 2.1.1.6 Community Events

The following regularly scheduled or seasonal events may need to be taken into consideration in Coquille Indian Tribe emergency plans due to the potential for an influx of population that could impact the ability of the Tribe to provide emergency services.

- Mill Luck Salmon Celebration, in early September
- Mid-Winter Gathering, in January
- Restoration Celebration, in June
- School education trips, in March and April
- Winter Solstice celebration, December 21<sup>st</sup>
- Scheduled events at the Mill Casino

### 2.1.2 Hazard Analysis and Threats

The Coquille Indian Tribe may be subject to a variety of natural, technological, and human-caused hazards and threats, defined as follows:

- **Natural Hazards.** Result from acts of nature.
- **Technological Hazards.** Result from accidents or the failures of systems and structures.

**2. Situation and Assumptions**

- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.
- **Hazardous Materials.** Events involving hazardous materials.

The following tables identify the hazards/threats identified as most likely to impact the Tribe based on the community’s vulnerability and the resulting potential impacts of the hazard or threat. Hazards are ordered by analysis ranking.

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2.1.3 Hazard and Vulnerability Assessment (HVA) Tool

Table 2-1 HVA NATURALLY OCCURRING EVENTS

| EVENT                | PROBABILITY                                    | SEVERITY = (MAGNITUDE - MITIGATION)            |  |  |  |  |  | RISK                    |
|----------------------|--|--|--|--|--|--|--|-------------------------|
|                      |  | HUMAN IMPACT                                   | PROPERTY IMPACT                                | BUSINESS IMPACT                                | PREPARED-NESS  | INTERNAL RESPONSE                                      | EXTERNAL RESPONSE                                      |                         |
|                      | <i>Likelihood this will occur</i>              | <i>Possibility of death or injury</i>          | <i>Physical losses and damages</i>             | <i>Interruption of services</i>                | <i>Preplanning</i>                                     | <i>Time, effectiveness, resources</i>                  | <i>Community/ Mutual Aid staff and supplies</i>        | <i>Relative threat*</i> |
| SCORE                | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 - 100%                |
| Hurricane            | 2  | 1  | 2  | 1  | 2  | 2  | 2  | 37%                     |
| Tornado              | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 44%                     |
| Severe Thunderstorm  | 3  | 1  | 1  | 1  | 2  | 2  | 2  | 50%                     |
| Snow Fall            | 1  | 1  | 1  | 1  | 2  | 2  | 2  | 17%                     |
| Blizzard             | 1  | 1  | 1  | 2  | 2  | 2  | 2  | 19%                     |
| Ice Storm            | 2  | 1  | 1  | 2  | 2  | 2  | 2  | 37%                     |
| Earthquake           | 3  | 3  | 3  | 3  | 2  | 3  | 3  | 94%                     |
| Tidal Wave           | 3  | 3  | 3  | 3  | 2  | 3  | 3  | 94%                     |
| Temperature Extremes | 2  | 1  | 1  | 1  | 2  | 2  | 2  | 33%                     |
| Drought              | 1  | 1  | 1  | 1  | 2  | 2  | 2  | 17%                     |
| Flood, External      | 3  | 2  | 2  | 2  | 2  | 2  | 2  | 67%                     |
| Wild Fire            | 3  | 2  | 2  | 2  | 2  | 2  | 1  | 61%                     |
| Landslide            | 3  | 2  | 2  | 2  | 2  | 2  | 1  | 61%                     |
| Dam Inundation       | 2  | 2  | 2  | 2  | 2  | 2  | 2  | 44%                     |
| Volcano              | 0  | 1  | 1  | 0  | 0  | 0  | 0  | 0%                      |
| Epidemic             | 3  | 3  | 3  | 3  | 2  | 1  | 1  | 72%                     |
| <b>AVERAGE SCORE</b> | <b>2.13</b>                                    | <b>1.69</b>                                    | <b>1.75</b>                                    | <b>1.75</b>                                    | <b>1.88</b>  | <b>1.94</b>  | <b>1.81</b>  | <b>43%</b>              |

\*Threat increases with percentage.

|   |
|---|
| <b>RISK = PROBABILITY * SEVERITY</b>                    |
| <b>0.43                  0.71                  0.60</b> |

2. Situation and Assumptions

Table 2-2 HVA TECHNOLOGIC EVENTS

| EVENT                       | PROBABILITY                                    | SEVERITY = (MAGNITUDE - MITIGATION)            |  |  |  |  |  | RISK                    |
|-----------------------------|--|--|--|--|--|--|--|-------------------------|
|                             |  | HUMAN IMPACT                                   | PROPERTY IMPACT                                | BUSINESS IMPACT                                | PREPARED-NESS  | INTERNAL RESPONSE                                      | EXTERNAL RESPONSE                                      |                         |
|                             | <i>Likelihood this will occur</i>              | <i>Possibility of death or injury</i>          | <i>Physical losses and damages</i>             | <i>Interruption of services</i>                | <i>Preplanning</i>                                     | <i>Time, effectiveness, resources</i>                  | <i>Community/ Mutual Aid staff and supplies</i>        | <i>Relative threat*</i> |
| SCORE                       | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 - 100%                |
| Electrical Failure          | 2  | 2  | 1  | 3  | 2  | 2  | 1  | 41%                     |
| Generator Failure           | 3  | 3  | 1  | 3  | 2  | 2  | 1  | 67%                     |
| Transportation Failure      | 3  | 2  | 1  | 2  | 2  | 3  | 2  | 67%                     |
| Fuel Shortage               | 3  | 2  | 1  | 3  | 3  | 2  | 2  | 72%                     |
| Natural Gas Failure         | 3  | 2  | 1  | 3  | 3  | 2  | 2  | 72%                     |
| Water Failure               | 3  | 3  | 1  | 3  | 2  | 2  | 2  | 72%                     |
| Sewer Failure               | 3  | 2  | 2  | 3  | 3  | 2  | 2  | 78%                     |
| Steam Failure               | 0  | 0  | 0  | 0  | 0  | 0  | 0  | 0%                      |
| Fire Alarm Failure          | 1  | 3  | 3  | 3  | 1  | 1  | 1  | 22%                     |
| Communications Failure      | 3  | 3  | 1  | 3  | 2  | 2  | 2  | 72%                     |
| Medical Gas Failure         | 1  | 3  | 1  | 2  | 3  | 2  | 2  | 24%                     |
| Medical Vacuum Failure      | 1  | 3  | 1  | 1  | 3  | 2  | 2  | 22%                     |
| HVAC Failure                | 2  | 2  | 2  | 3  | 2  | 2  | 2  | 48%                     |
| Information Systems Failure | 2  | 2  | 2  | 3  | 3  | 2  | 2  | 52%                     |
| Fire, Internal              | 2  | 3  | 3  | 2  | 1  | 1  | 1  | 41%                     |
| Flood, Internal             | 2  | 1  | 3  | 2  | 1  | 1  | 1  | 33%                     |
| Hazmat Exposure, Internal   | 1  | 2  | 2  | 3  | 2  | 2  | 1  | 22%                     |
| Supply Shortage             | 3  | 2  | 1  | 3  | 2  | 2  | 2  | 67%                     |
| Structural Damage           | 2  | 2  | 3  | 3  | 2  | 2  | 2  | 52%                     |
| <b>AVERAGE SCORE</b>        | <b>2.11</b>                                    | <b>2.21</b>                                    | <b>1.58</b>                                    | <b>2.53</b>                                    | <b>2.05</b>  | <b>1.79</b>  | <b>1.58</b>  | <b>46%</b>              |

\*Threat increases with percentage.

|                                      |
|--------------------------------------|
| <b>RISK = PROBABILITY * SEVERITY</b> |
| <b>0.46      0.70      0.65</b>      |

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Table 2-3 HVA HUMAN CAUSED EVENTS

| EVENT                                       | PROBABILITY                                    | SEVERITY = (MAGNITUDE - MITIGATION)            |  |  |  |  |  | RISK                    |
|---|--|--|--|--|--|--|--|-------------------------|
|   |  | HUMAN IMPACT                                   | PROPERTY IMPACT                                | BUSINESS IMPACT                                | PREPARED-NESS  | INTERNAL RESPONSE                                      | EXTERNAL RESPONSE                                      |                         |
|   | <i>Likelihood this will occur</i>              | <i>Possibility of death or injury</i>          | <i>Physical losses and damages</i>             | <i>Interruption of services</i>                | <i>Preplanning</i>                                     | <i>Time, effectiveness, resources</i>                  | <i>Community/ Mutual Aid staff and supplies</i>        | <i>Relative threat*</i> |
| SCORE                                       | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 - 100%                |
| Mass Casualty Incident (trauma)             | 2  | 2  | 1  | 1  | 2  | 3  | 1  | 37%                     |
| Mass Casualty Incident (medical/infectious) | 2  | 2  | 1  | 1  | 2  | 3  | 1  | 37%                     |
| Terrorism, Biological                       | 1  | 3  | 2  | 2  | 2  | 3  | 1  | 24%                     |
| VIP Situation                               | 1  | 0  | 0  | 1  | 0  | 0  | 1  | 4%                      |
| Infant Abduction                            | 1  | 3  | 0  | 2  | 2  | 2  | 1  | 19%                     |
| Hostage Situation                           | 2  | 3  | 1  | 3  | 2  | 2  | 1  | 44%                     |
| Civil Disturbance                           | 2  | 3  | 2  | 2  | 2  | 2  | 1  | 44%                     |
| Labor Action                                | 1  | 1  | 1  | 2  | 3  | 2  | 1  | 19%                     |
| Active Shooter                              | 2  | 3  | 1  | 3  | 3  | 3  | 2  | 56%                     |
| Bomb Threat                                 | 3  | 3  | 3  | 3  | 2  | 2  | 1  | 78%                     |
| <b>AVERAGE</b>                              | <b>1.70</b>                                    | <b>2.30</b>                                    | <b>1.20</b>                                    | <b>2.00</b>                                    | <b>2.00</b>  | <b>2.20</b>  | <b>1.10</b>  | <b>34%</b>              |

\*Threat increases with percentage.

|                                      |
|--------------------------------------|
| <b>RISK = PROBABILITY * SEVERITY</b> |
| <b>0.34      0.57      0.60</b>      |



2. Situation and Assumptions

Table 2-4 HVA HAZARDOUS MATERIAL EVENTS

| EVENT  | PROBABILITY<br><i>Likelihood this will occur</i> | SEVERITY = (MAGNITUDE - MITIGATION)                   |   |  |  |  |  | RISK<br><i>Relative threat*</i> |
|--|--|---|---|--|--|--|--|---------------------------------|
|  |  | HUMAN IMPACT<br><i>Possibility of death or injury</i> | PROPERTY IMPACT<br><i>Physical losses and damages</i> | BUSINESS IMPACT<br><i>Interruption of services</i> | PREPARED-NESS<br><i>Preplanning</i>                    | INTERNAL RESPONSE<br><i>Time, effectiveness, resources</i> | EXTERNAL RESPONSE<br><i>Community/ Mutual Aid staff and supplies</i> |                                 |
| SCORE  | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High   | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High        | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High        | 0 = N/A<br>1 = Low<br>2 = Moderate<br>3 = High     | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none     | 0 = N/A<br>1 = High<br>2 = Moderate<br>3 = Low or none               | 0 - 100%                        |
| Mass Casualty Hazmat Incident <i>(From historic events at your Tribe with &gt;= 5 victims)</i> | 2  | 3   | 1   | 2  | 3  | 3  | 2  | 52%                             |
| Small Casualty Hazmat Incident <i>(From historic events at your Tribe with &lt; 5 victims)</i> | 2  | 3   | 1   | 2  | 3  | 3  | 2  | 52%                             |
| Chemical Exposure, External  | 2  | 3   | 1   | 1  | 3  | 3  | 1  | 44%                             |
| Small-Medium Sized Internal Spill  | 1  | 2   | 1   | 1  | 2  | 3  | 1  | 19%                             |
| Large Internal Spill   | 1  | 2   | 1   | 2  | 2  | 3  | 1  | 20%                             |
| Terrorism, Chemical  | 1  | 3   | 3   | 3  | 3  | 3  | 1  | 30%                             |
| Radiologic Exposure, Internal  | 1  | 2   | 1   | 1  | 2  | 3  | 1  | 19%                             |
| Radiologic Exposure, External  | 2  | 2   | 2   | 1  | 2  | 3  | 1  | 41%                             |
| Terrorism, Radiologic  | 1  | 3   | 3   | 3  | 2  | 3  | 1  | 28%                             |
| <b>AVERAGE</b>   | <b>1.44</b>                                      | <b>2.56</b>   | <b>1.56</b>   | <b>1.78</b>  | <b>2.44</b>  | <b>3.00</b>  | <b>1.22</b>  | <b>34%</b>                      |

\*Threat increases with percentage.

|   |
|---|
| <b>RISK = PROBABILITY * SEVERITY</b>        |
| <b>0.34            0.48            0.70</b> |

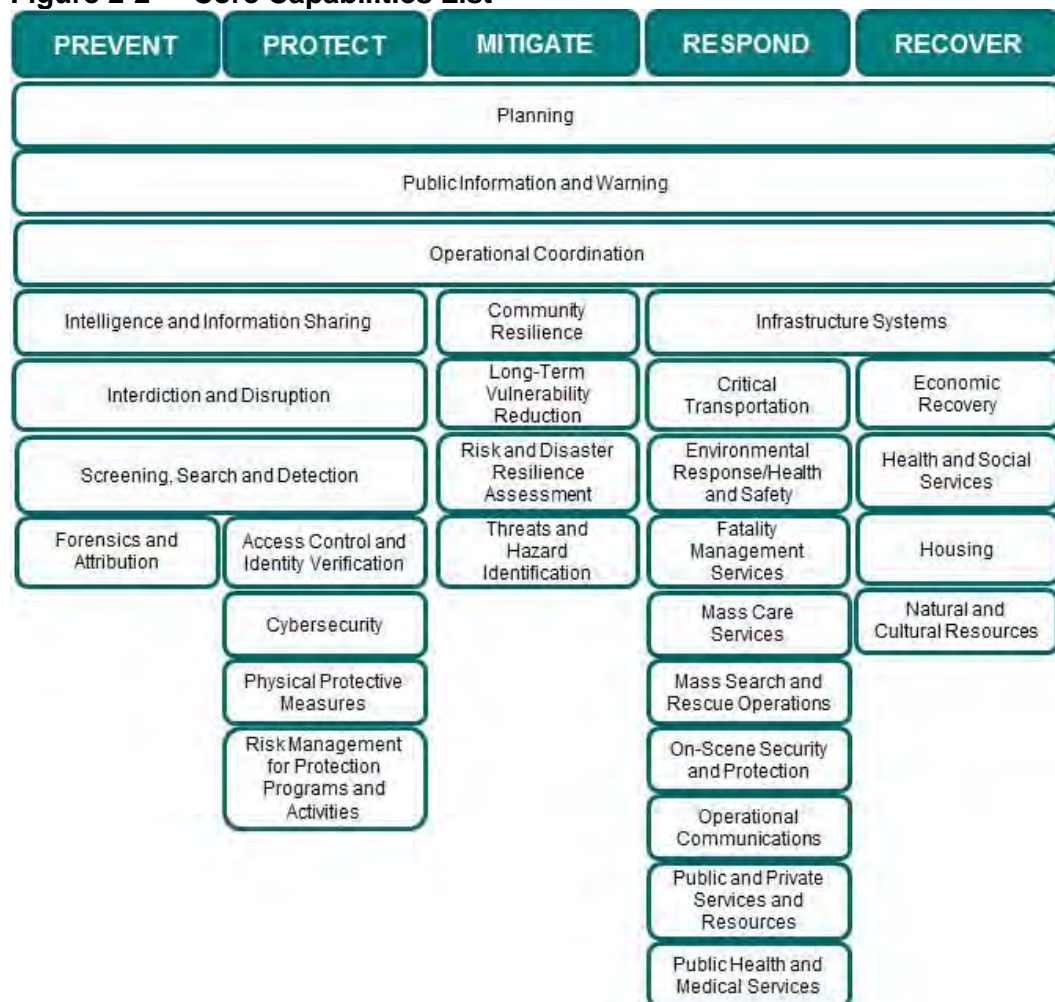
2. Situation and Assumptions

2.1.4 Capability Assessment

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

Capabilities and assessment of the core capabilities is an ongoing process through the Tribal Emergency Management program and the Tribal Safety Committee

Figure 2-2 Core Capabilities List



## 2. Situation and Assumptions

### 2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) are owned and operated by the Coquille Indian Tribe or local partners and support the delivery of critical and essential services. These resources are necessary to ensure the Tribe's security, public health and safety, and economic vitality. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation. Emergencies, natural hazards, and terrorist attacks on CIKR could significantly disrupt those activities, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

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

- Structures or facilities that produce, use, or store highly volatile, flammable, explosive, toxic, and/or water-reactive materials.
- Government facilities, such as departments, agencies, and Administration Offices.
- Hospitals, nursing homes, and housing likely to contain occupants who may not be sufficiently mobile to avoid death or injury during a hazard event.
- Police stations, fire stations, vehicle and equipment storage facilities, and EOCs that are needed for disaster response before, during, and after hazard events.
- Public and private utilities and infrastructure that are vital to maintaining or restoring normal services to areas damaged by hazard events

Table 2-3 identifies key critical infrastructure that should be considered by Coquille Indian Tribe in its emergency plans, consistent with the Coquille Indian Tribe Hazard Mitigation Plan.

2. Situation and Assumptions

| Category                             | Facilities   |
|--------------------------------------|--|
| <b>Tribal Offices and Facilities</b> | <ul style="list-style-type: none"> <li>■ Tribal Administration Building, North Bend</li> <li>■ Tribal Housing Authority, Empire Reservation</li> <li>■ Community Health Center, Empire Reservation</li> <li>■ Restrooms, Empire Reservation</li> <li>■ Warehouse, Empire Reservation</li> <li>■ Canoe Shop</li> <li>■ Fish Cleaning Station</li> <li>■ Sweathouse</li> <li>■ Police Department</li> <li>■ Culture, Education &amp; Library Facility</li> </ul> |
| <b>Tribal Enterprises</b>            | <ul style="list-style-type: none"> <li>■ CEDCO Office, North Bend</li> <li>■ Heritage Place – Assisted Living Facility, Bandon</li> <li>■ Heritage Place – Wellness Center, Bandon</li> </ul>  |
| <b>Gathering Places</b>              | <ul style="list-style-type: none"> <li>■ Tribal Community Center, Empire Reservation</li> <li>■ Plank House Cooking Area, Empire Reservation</li> <li>■ Plank House Meeting Hall, Empire Reservation</li> <li>■ Tribal Shop Pole Building, Empire Reservation</li> <li>■ CELS</li> </ul>   |
| <b>Police and Fire Stations</b>      | <ul style="list-style-type: none"> <li>■ Tribal Police Department, Empire Reservation</li> </ul>   |
| <b>Communication Facilities</b>      | <ul style="list-style-type: none"> <li>■ ORCA Communications, Coos Bay</li> </ul>  |
| <b>Roads</b>                         | <ul style="list-style-type: none"> <li>■ Highway 101, North Bend</li> <li>■ Cape Arago Highway, Empire Reservation</li> </ul>  |
| <b>Casinos &amp; Resorts</b>         | <ul style="list-style-type: none"> <li>■ The Mill Casino and Hotel, North Bend</li> </ul>  |
| <b>Dams &amp; Reservoirs</b>         | <ul style="list-style-type: none"> <li>■ Fourth Creek Dam and Reservoir, Empire Reservation</li> <li>■ Tarheel Dam and Reservoir, Empire Reservation</li> </ul>  |
| <b>Cranberry Farms</b>               | <ul style="list-style-type: none"> <li>■ Empire Reservation</li> <li>■ Seven Devils Farm, Bandon</li> <li>■ Fourmile Farm, Bandon</li> </ul>   |

**2.2 Assumptions**

This EOP is predicated on the following assumptions:

- Essential Tribal services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by Coquille Indian Tribe emergency services, disaster relief, volunteer organizations, and the private sector.

## 2. Situation and Assumptions

- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
- Each responding Tribal agency will utilize existing directives and procedures in responding to major emergencies and disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that require State and federal assistance.
- Federal and State support of Tribal emergency operations will be based on the principle of self-help. Coquille Indian Tribe will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the federal government and/or the State.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases in the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the Tribal Community may be affected by environmental and technological emergencies.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the Coquille Indian Tribe could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the Coquille Indian Tribe. Although this plan defines procedures for coordinating such assistance, it is essential for the Tribe to be prepared to carry out disaster response and short-term actions on an independent basis.
- Coquille Indian Tribe communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the Tribe can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
  - Familiar with established policies and procedures.

**2. Situation and Assumptions**

- Assigned pre-designated tasks.
- Provided with assembly instructions.
- Formally trained in their duties, roles, and responsibilities required during emergency operations.

**2. Situation and Assumptions**

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# 3

## Roles and Responsibilities

### 3.1 General

Tribal agencies and response partners may have various roles and responsibilities throughout an emergency's duration. Therefore, it is particularly important that the local command structure established to support response and recovery efforts 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 Coquille Indian Tribe conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts into all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies.

Most Tribal departments have emergency functions in addition to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

### 3.2 Emergency Management Organization

For the purposes of this plan, the Tribal emergency management structure will be referred to generally as the Coquille Indian Tribe Emergency Management Organization (EMO). Under this structure, the Tribal Executive Director or designee is designated by the Tribal Council to serve as Emergency Manager. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the Coquille Indian Tribe EMO.

The Tribal Executive Director or designee may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other Tribal staff. The EMO is divided into two general groups, organized by function—the Policy Group and Emergency Response Agencies.



### 3. Roles and Responsibilities

#### 3.2.1 Policy Group

The Policy Group is composed of Tribal Council and the Executive Director or designee. The Policy Group may also include representation from Tribal departments during an event, as necessitated by the type of emergency. The Policy Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for Policy Group members include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Leading and encouraging Coquille Indian Tribe officials and staff to focus on preparedness by participating in planning, training, and exercises.
- Supporting staff participation in local mitigation efforts within the jurisdiction and including the private sector, as appropriate.
- Understanding and implementing laws and regulations that support emergency management and response.
- Ensuring that local emergency plans take into account the needs of:
  - The jurisdiction, including persons, property, and structures
  - Vulnerable populations, including unaccompanied children and those with service animals
  - Individuals with household pets
- Encouraging Tribal members to be prepared and participate in volunteer organizations and training courses.

##### 3.2.1.1 Tribal Council

The ultimate responsibility for policy, budget, and political direction for Coquille Indian Tribe is borne by the Tribal Council. During emergencies, this responsibility includes encouraging positive support with citizen involvement and citizen assistance, issuing policy statements as needed to support the actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the Tribal Chair (or designee) will provide elected liaison with the community and other jurisdictions. In the event that declaration of emergency is needed, the Tribal Chair (or designee) will initiate and terminate the state of emergency through a declaration ratified by the Tribal Council.

### 3. Roles and Responsibilities

General responsibilities of the Tribal Council include:

- Establishing emergency management authority by Tribal ordinance.
- Adopting the Coquille Indian Tribe EOP and other emergency management–related resolutions.
- Making emergency policy decisions.
- Declaring a state of emergency, and providing support to the on-scene Incident Commander in requesting outside assistance when necessary (in accordance with existing agreements and/or through OEM).
- Designating liaison(s) to the community during activation of the EOC.
- Implementing emergency powers of local government.
- Attending Public Information Officer (PIO) briefings.
- Acting on emergency funding needs.

#### 3.2.1.2 Executive Director

The Executive Director is responsible for continuity of government, coordinating administrative support for Coquille Indian Tribe emergency operations, and directing departmental operations in support of Coquille Indian Tribe response to an emergency.

The Executive Director is responsible for:

- Directing the overall preparedness program for Coquille Indian Tribe.
- Ensuring that all Tribal departments develop, maintain, and exercise their respective service annexes to this plan.
- Serving as the EOC Manager.
- 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 for the protection and preservation of Tribal records.
- Supporting the Coquille Indian Tribe EMO as described in this plan.
- Serving as the Coquille Indian Tribe EOC Incident Commander unless this role has been designated to the Tribal Executive Director or designee.

### 3. Roles and Responsibilities

- Activating the Coquille Indian Tribe EOC.

#### 3.2.1.3 Emergency Management Coordinator

The Emergency Management Coordinator has the day-to-day authority and responsibility for overseeing emergency management programs and activities in consultation with the Tribal Executive Director or designee. The Emergency Management Coordinator works with the Executive Team and the Policy Group to ensure there are unified objectives with regard to the Coquille Indian Tribes' emergency plans and activities, including coordinating all aspects of the Tribes' capabilities. The Tribal Emergency Management Coordinator coordinates all components of the local emergency management program, including assessment of the availability and readiness of the local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Tribal Emergency Management Coordinator is responsible for:

- Serving as staff advisor to the Tribal Council and Executive Director on emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this EOP.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the Coquille Indian Tribe EOC's.
- Keeping the governing body apprised of the Coquille Indian Tribes' preparedness status and anticipated needs.
- Serving as day-to-day liaison between Coquille Indian Tribe and local, state, federal and tribal partners.
- Maintaining liaison with organized emergency volunteer groups and private-sector partners.

#### 3.2.1.4 Tribal Program Directors

Program directors collaborate with the Policy Group during development of local emergency plans and provide key response resources. Coquille Indian Tribe program directors and their staff develop, plan, and train to internal policies and procedures to meet response and recovery needs safely. They should also participate in interagency training and exercise to develop and maintain the necessary capabilities. Program directors not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the EOC Incident Commander.

### 3. Roles and Responsibilities

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All Coquille Indian Tribe program directors have the following common responsibilities:

- Supporting EOC operations to ensure that the Coquille Indian Tribe is providing for the public safety and protection of the members and citizens it serves.
- Establishing in writing an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the Executive Director and Tribal Executive Director or designee. Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs, in coordination with the EOC Finance Section, if activated, incurred by the department 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 existing plans and procedures.
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other Tribal departments.
- Developing and maintaining departmental Continuity of Operations Plans.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implement procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.

### 3. Roles and Responsibilities

- Ensuring that department plans and procedures incorporate NIMS components, principles, and policies.
- Dedicate staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting plans, procedures, and annexes.

#### 3.2.2 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire and safety, police, emergency medical service (EMS) providers, health and human services, 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 Agency(s)

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

##### ■ Supporting Agency(s)

- Identifies agencies with substantial support roles during major incidents.

#### 3.2.2.1 Transportation (ESF 1)

*Primary Agency: Fleet Maintenance Program*

*Supporting Agencies: Police Department, Mobility Management Program, Property and Projects Department, GIS Department, Planning*

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas, numbers of potential evacuees, and number of people requiring transportation to reception areas (including access and functional needs populations).
- Coordinating transportation needs for access and functional needs populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.

### 3. Roles and Responsibilities

- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and for reassignment of personnel during the evacuation period.
- Supporting the preparation and maintenance of ESF 1 – Transportation, as well as supporting plans, procedures, and annexes.

*See ESF 1 – Transportation for more details.*

#### 3.2.2.2 Communications (ESF 2)

##### Alert and Warning

*Primary Agency: Information Technology Department, Coos Bay 911 Dispatch*

*Supporting Agencies: Human Resources Department, Tribal Communications Officer, Coos County ARES/RACES*

Responsibilities related to alert and warning include:

- Disseminating emergency public information as requested.
- Receiving and disseminating warning information to the public and key Coquille Indian Tribe officials.
- Supporting the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

##### Communication Systems

*Primary Agency: Information Technology Department*

*Supporting Agencies: Coquille Housing Authority*

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating use of all public and private communication systems necessary during emergencies.

### 3. Roles and Responsibilities

- Managing and coordinating all emergency communication operated within the EOC, once activated.
- Supporting the preparation and maintenance of ESF 2 – Communications, as well as supporting plans, procedures, and annexes.

*See ESF 2 – Communications for more details.*

#### 3.2.2.3 Public Works and Engineering (ESF 3)

*Primary Agency: Property and Project Management Department*

*Supporting Agencies: Kilkich Maintenance Program, Fleet Maintenance Program, Natural Resources Department, CIHA Maintenance Department*

Responsibilities related to public works and engineering include:

- Barricading hazardous areas.
- Prioritizing restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste water treatment systems, and other public works facilities.
- Removing debris.
- Assessing damage to Coquille Indian Tribe-owned facilities.
- Condemning of unsafe structures.
- Directing temporary repair of essential facilities.
- Supporting the preparation and maintenance of ESF 3 – Public Works and Engineering, as well as supporting plans, procedures, and annexes.

*See ESF 3 – Public Works and Engineering for more details.*

#### 3.2.2.4 Firefighting (ESF 4)

*Primary Agency: Charleston Rural Fire Protection District, North Bend Fire and Rescue, Coos Forest Protective Association (CFPA)*

*Supporting Agencies: Emergency Management Coordinator*

Fire service-related responsibilities include:

- Providing fire prevention, fire suppression, and emergency medical aid during a fire event to prevent loss of life, loss of property, and damage to the environment.

### 3. Roles and Responsibilities

- Providing hazardous materials spills emergency response planning and coordination.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Performing life-safety inspections and recommendations for activated emergency shelters.
- Supporting the preparation and maintenance of ESF 4 – Firefighting, as well as supporting plans, procedures, and annexes.

*See ESF 4 – Firefighting for more details.*

#### 3.2.2.5 Information and Planning (ESF 5)

*Primary Agency: Tribal Executive Director or designee*

*Supporting Agencies: Emergency Management Coordinator, GIS Department, Planning*

#### Emergency Operations Center

The Tribal Executive Director or designee is responsible for maintaining the readiness of the EOC, identifying support staff, and ensuring that they are adequately trained to perform their position duties. Coquille Indian Tribe departments will be requested to designate personnel who can be made available to be trained 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 Coquille Indian Tribe to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Providing coordination of resources and emergency communications at the request of the on-scene Incident Commander.
- Maintaining contact with neighboring jurisdictions and the Tribal EOC.
- 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.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.
- Developing situation reports capturing EOC observations and actions.



### 3. Roles and Responsibilities

- Compiling records for incidents to support a declaration request, preliminary damage assessments, and reimbursement requests.
- Supporting the preparation and maintenance of ESF 5 – Information and Planning, as well as supporting plans, procedures, and annexes.

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

#### **3.2.2.6 Mass Care, Emergency Assistance, Temporary Housing, and Human Services (ESF 6)**

*Primary Agency: Community Health Center*

*Supporting Agencies: Community Center, Coquille Indian Housing Authority, Tribal Police Department, Southwest Oregon Community College, Coos County Emergency Management, American Red Cross, Community and Faith-Based Organizations*

The Tribal Executive Director or designee, with support from the Community Health Center, other Coquille Indian Tribe departments as needed, the American Red Cross (Red Cross), and other disaster relief organizations, is responsible for ensuring that the mass care needs of the affected population are met, such as shelter, food, first aid, and reuniting families. Relevant operations are detailed in ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources.

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

- Developing and maintaining the Tribal Shelter Plan and Animal Disaster Response Plan.
- Supervising the shelter management program (stocking, marking and equipping, etc.) for a natural disaster.
- Coordinating support with Coquille Indian Tribe departments, relief agencies, and volunteer groups.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites.
- Identifying sources of clothing for disaster victims.
- Securing source of emergency food supplies.

### 3. Roles and Responsibilities

- Coordinating operations of shelter facilities operated by Coquille Indian Tribe, local volunteers, or organized disaster relief agencies such as the Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.
- Supporting the preparation and maintenance of ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services, as well as supporting plans, procedures, and annexes.

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services and ESF 11 – Agriculture and Natural Resources for more details.*

#### 3.2.2.7 Logistics Management and Resource Support (ESF 7)

*Primary Agency: Finance Department*

*Supporting Agencies: Legal Department, Human Resource Department, Planning*

Responsibilities related to logistics management and resource support include:

- Ensuring that procedures are in place for tracking, prioritization, allocation, and demobilization of Tribal resources during an emergency.
- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with law enforcement, establishing and maintaining a staffing reserve.
- Coordinating deployment of reserve personnel to Tribal departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.
- Restocking emergency supplies and stockpiles post-event.
- Supporting the preparation and maintenance of ESF 7 – Logistics Management and Resource Support, as well as supporting plans, procedures, and annexes.

*See ESF 7 – Logistics Management and Resource Support for more details.*

### 3. Roles and Responsibilities

#### 3.2.2.8 Public Health and Emergency Medical Services (ESF 8)

##### Public Health Services

*Primary Agency: Coos County Public Health*

*Supporting Agencies: Community Health Center*

Tribal Health and Human Services is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. Relevant operations are detailed in the Coquille Indian Tribe EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 8 – Public Health and Medical Services.

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 access and functional needs populations.
- 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 dead.
- 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 Coquille Indian Tribe emergency management program, when necessary or as requested.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

*See ESF 8 – Public Health and Medical Services for more details.*

### 3. Roles and Responsibilities

#### Emergency Medical Services

*Primary Agency: Charleston Rural Fire Protection District, North Bend Fire and Rescue*

*Supporting Agencies: Bay Cities Ambulance, Bay Area Hospital, Coos County Medical Examiner*

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.
- Requesting additional EMS assets as necessary.
- Supporting the preparation and maintenance of ESF 8 – Public Health and Medical Services, as well as supporting plans, procedures, and annexes.

*See ESF 8 – Public Health and Medical Services for more details.*

#### 3.2.2.9 Search and Rescue (ESF 9)

*Primary Agency: Area Law Enforcement Agencies*

*Supporting Agencies: Tribal Police Department*

Search and rescue-related responsibilities include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions on request and as resources allow.
- Establishing and monitor training standards for certification of Search and Rescue personnel.
- Supporting the preparation and maintenance of ESF 9 – Search and Rescue, as well as supporting plans, procedures, and annexes.

*See ESF 9 – Search and Rescue for more details.*

#### 3.2.2.10 Oil and Hazardous Materials Response (ESF 10)

##### Hazardous Materials Response

*Primary Agency: Charleston Rural Fire Protection District, North Bend Fire and Rescue, Office of the State Fire Marshal Regional HazMat Team*

*Supporting Agencies: Emergency Management Coordinator*

### 3. Roles and Responsibilities

Responsibilities related to oil and hazardous materials include:

- Conducting oil and hazardous materials response (chemical, biological, etc.).
- Providing remote consultation, as needed.
- Assessing the potential health effects of a hazardous materials release.
- Identifying the needs for hazardous materials incident support from regional and State agencies.
- Recommending protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.
- Supporting the preparation and maintenance of ESF 10 – Oil and Hazardous Materials, as well as supporting plans, procedures, and annexes.

#### **Radiological Protection**

*Primary Agency: Charleston Rural Fire Protection District, North Bend Fire and Rescue, Oregon Health Authority Radiological Protection Services*

*Supporting Agencies: Emergency Management Coordinator*

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 Tribal officials and department heads with information on fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.

In the event of a hazardous substance release that impacts tribal lands or resources or an oil spill that impacts navigable water, responsibility for the clean-up and disposal of the substance lies with the owner, generator, and/or transporter of the material. Clean-up and disposal measures must be coordinated between the responsible party and state and federal regulatory agencies. For releases to land and inland waterways, the United State Environmental Protection Agency shares

### 3. Roles and Responsibilities

oversight of emergency response and cleanup activities with the tribe and state regulatory agency.

*See ESF 10 – Oil and Hazardous Materials for more details.*

#### 3.2.2.11 Agriculture and Natural Resources (ESF 11)

*Primary Agency: Emergency Management Coordinator*

*Supporting Agencies: Natural Resources Department, Coquille Indian Housing Authority, Elders Program, Property and Project Management, Community Health Center, Culture, Education, and Natural Resources*

Responsibilities related to agriculture and natural resources include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Coordinating with pet-owners in protecting the safety and well-being of household pets.
- Supporting the preparation and maintenance of ESF 11 – Agriculture and Natural Resources, as well as supporting plans, procedures, and annexes.

*See ESF 11 – Agriculture and Natural Resources for more details.*

#### 3.2.2.12 Energy and Utilities (ESF 12)

*Primary Agency: Property and Projects Department*

*Supporting Agencies: Killich Maintenance, CIHA Maintenance, Area Utilities*

Responsibilities related to energy and utilities include:

- Working with local energy facilities to restore damaged energy utility 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.
- Supporting the preparation and maintenance of ESF 12 – Energy and Utilities, as well as supporting plans, procedures, and annexes.

### 3. Roles and Responsibilities

*See ESF 12 – Energy and Utilities for more details.*

#### **3.2.2.13 Public Safety and Security (ESF 13)**

*Primary Agency: Tribal Police Department*

*Supporting Agencies: Coos County Sheriff's Office, Area Law Enforcement Agencies*

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.
- Evacuating disaster areas.
- Supporting the preparation and maintenance of ESF 13 – Public Safety and Security, as well as supporting plans, procedures, and annexes.

*See ESF 13 – Public Safety and Security for more information.*

#### **3.2.2.14 Community Recovery (ESF 14)**

*Primary Agency: Executive Director or designee*

*Supporting Agencies: Tribal Council, Coquille Economic Development Corporation (CEDCO), Legal Department, Finance, Coquille Indian Housing Authority, Planning Program*

Recovery-related responsibilities include:

- Coordinate with FEMA to request a Presidential disaster declaration.
- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental sector emergency recovery efforts.
- Participating with federal and State partners to conduct damage assessments. Identify and facilitate the availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.

### 3. Roles and Responsibilities

- Coordinating logistics management and resource support, providing assistance as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident impacting the Coquille Indian Tribe.
- Supporting the preparation and maintenance of ESF 14 – Community Recovery, as well as supporting plans, procedures, and annexes.

*See ESF 14 – Long-Term Community Recovery for more details.*

#### 3.2.2.15 External Affairs (ESF 15)

*Primary Agency: Tribal Executive Director or designee*

*Supporting Agencies: CEDCO Public Information Officer, Tribal Communication Officer*

Responsibilities related to external affairs include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on Coquille Indian Tribe status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Ensuring that populations with access and functional needs have access to critical emergency communications and public information.
- Supporting the preparation and maintenance of ESF 15 – External Affairs, as well as supporting plans, procedures, and annexes.

*See ESF 15 – External Affairs for more details.*

#### 3.2.2.16 Evacuation and Population Protection

*Primary Agency: Tribal Police Department*

*Supporting Agencies: Coos County Sheriff's Office*

Responsibilities related to evacuation and population protection include:



### 3. Roles and Responsibilities

- Defining the responsibilities of Tribal 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 location
- Developing procedures for sheltering in place.

*See ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more details.*

#### 3.2.2.17 Damage Assessment

*Primary Agency: Property and Projects Department*

*Supporting Agencies: Natural Resources Department, Culture, Education, and Library Services Department, Finance Department, GIS Department, Legal Department, Kilkich Maintenance, CIHA Maintenance*

Responsibilities related to damage assessment include:

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

#### 3.2.2.18 Legal Services

*Primary Agency: Legal Department*

*Supporting Agencies: CIHA Director, Police Department, Contract Attorney*

### 3. Roles and Responsibilities

Responsibilities related to legal services include:

- Advising Tribal officials on the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress
  - Limit or restrict use of water or other utilities
  - Remove debris from publicly or privately owned property.
- Reviewing and advising Tribal officials in determining how the Coquille Indian Tribe can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers required during an emergency.
- Advising Tribal officials and department heads on record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and being familiar with current ORS 401 provisions as they apply to Tribal government in disaster events.

#### 3.2.2.19 Volunteer and Donation Management

*Primary Agency: Tribal Member Services*

*Supporting Agencies: Community Health Center, Finance Department*

#### Government-Sponsored Volunteers

Responding to incidents frequently exceeds Tribal resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERTs), Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks.

#### Non-Profit Affiliated Volunteers

Volunteers affiliated with existing non-profit groups such as the Red Cross can support response efforts and may provide vital support to emergency response agencies in completing their assigned tasks.

### 3. Roles and Responsibilities

#### Unaffiliated Volunteers and Donations

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the Coquille Indian Tribe plan ahead to effectively incorporate volunteers and donated goods into its response activities.

##### 3.2.2.20 Coordination with Special Facilities

*Primary Agency: Emergency Management Coordinator*

*Supporting Agencies: Community Center, Elders Program*

Responsibilities related to coordinating with special facilities (e.g., schools, care facilities, elder facilities, and 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.

##### 3.2.2.21 Other Agency Responsibilities

Other Tribal 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 Tribal Executive Director or designee.

### 3.3 Local and Regional Response Partners

The Coquille Indian Tribe EMO is supported by a number of outside organizations, including the incorporated cities, service organizations, and the private sector.

#### 3.3.1 Private Sector and Tribal Enterprises

Private-sector and Tribal enterprise 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 Coquille Indian Tribe EMO must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector and Tribal enterprise responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.

### 3. Roles and Responsibilities

- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from, incidents that impact their own infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how they 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 Organizations

Nongovernmental organizations play enormously important roles before, during, and after an incident. In coordination with the Coquille Indian Tribe EMO, nongovernmental organizations such as the Red Cross may provide shelter, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental organizations collaborate with responders, governments at all levels, and other agencies and organizations.

The roles of nongovernmental 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 and shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping coordinate assistance.

#### 3.3.3 Individuals and Households

Although not formally a part of the Coquille Indian Tribe EMO, individuals and households play an important role in the overall emergency management strategy. Tribal members can contribute by:

- Reducing hazards in their homes.

### 3. Roles and Responsibilities

- Preparing an emergency supply kit and household emergency plan that consider all members of the household, including children and pets.
- Monitoring emergency communications carefully.
- Volunteering with an established organization.
- Enrolling in emergency response training courses.
- Encouraging children to participate in preparedness activities.

#### 3.4 State Response Partners

Under the provisions of ORS 401, 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 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 emergency support functions 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 EOP for details on the State's emergency management organization and detailed roles and responsibilities for State departments.*

#### 3.5 Federal Response Partners

Support from federal response partners may be requested directly by the Tribes or may be requested through OEM. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon EMP and, if necessary, the NRF.

*See the NRF for details on the federal government's emergency management organization and detailed roles and responsibilities for federal departments.*

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function                     |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
| Related Annexes  | ESF 1          | ESF 2          | ESF 3                        | ESF 4        | ESF 5                    | ESF 6  | ESF 7                                     | ESF 8                              | ESF 9             | ESF 10                      | ESF 11                            | ESF 12               | ESF 13                     | ESF 14             | ESF 15           | ESF 16                               | ESF 17            | ESF 18         | ESF 19                             | ESF 20                               |
| <p><b>Key:</b><br/>                     P – Primary<br/>                     S – Support</p> | Transportation | Communications | Public Works and Engineering | Firefighting | Information and Planning | Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Logistics Management and Resource Support | Public Health and Medical Services | Search and Rescue | Oil and Hazardous Materials | Agriculture and Natural Resources | Energy and Utilities | Public Safety and Security | Community Recovery | External Affairs | Evacuation and Population Protection | Damage Assessment | Legal Services | Volunteer and Donations Management | Coordination with Special Facilities |
| <b>Coquille Indian Tribe</b>   |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Tribal Council   |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    | S                |                                      |                   |                |                                    |                                      |
| Executive Director or designee   |                |                |                              |              | P                        |  | P   |                                    |                   |                             |                                   |                      |                            |                    | P                | P                                    |                   |                |                                    |                                      |
| Chief Financial Officer  |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Housing Authority (CIHA)   |                | S              |                              |              |                          | S  |   |                                    |                   |                             | S                                 |                      |                            | S                  |                  |                                      |                   | S              |                                    |                                      |
| CIHA Maintenance Department  |                |                | S                            |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      | S                 |                |                                    |                                      |
| Department Directors   |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Emergency Management Program   |                |                |                              | S            | S                        |  |   |                                    |                   | S                           | P                                 |                      |                            |                    |                  |                                      |                   |                |                                    | P                                    |
| GIS Department   | S              |                |                              |              | S                        |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      | S                 |                |                                    |                                      |
| Human Resources Department   |                | S              |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Administration Office  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| CEDCO  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  | S                |                                      |                   |                |                                    |                                      |
| Community Health Center  |                |                |                              |              |                          | P  |   | P                                  |                   |                             | S                                 |                      |                            |                    |                  |                                      |                   |                | S                                  |                                      |
| Community Center   |                |                |                              |              |                          | S  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    | S                                    |

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
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| Culture, Education, and Library Services Department (CELS)               |                |                |                              |              |                          |  |   |                                    |                   |                             | S                                 |                      |                            |                    |                  |                                      | S                 |                |                                    |                                      |
| Elders Program   |                |                |                              |              |                          |  |   |                                    |                   |                             | S                                 |                      |                            |                    |                  |                                      |                   |                |                                    | S                                    |
| Financial Management Department  |                | S              |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      | S                 |                | S                                  |                                      |
| Fleet Maintenance Program  | P              |                | S                            |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Information Technology Department  |                | P              |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Killich Maintenance Program  |                |                | S                            |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      | S                 |                |                                    |                                      |
| Legal Services Department  |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      |                            | S                  | S                |                                      | S                 | P              |                                    |                                      |
| Mobility Management Program  | S              |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Natural Resources Department   |                |                | S                            |              |                          |  |   |                                    |                   |                             | S                                 |                      |                            |                    |                  |                                      | S                 |                |                                    |                                      |
| Planning   | S              |                |                              |              | S                        |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |
| Property and Projects Department   | S              |                | P                            |              |                          |  |   |                                    |                   |                             | S                                 | P                    |                            | S                  |                  |                                      | P                 |                |                                    |                                      |

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                               |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|-------------------------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
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| <b>Key:</b><br>P – Primary<br>S – Support                                | Transportation                | Communications | Public Works and Engineering | Firefighting | Information and Planning | Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Logistics Management and Resource Support | Public Health and Medical Services | Search and Rescue | Oil and Hazardous Materials | Agriculture and Natural Resources | Energy and Utilities | Public Safety and Security | Community Recovery | External Affairs | Evacuation and Population Protection | Damage Assessment | Legal Services | Volunteer and Donations Management | Coordination with Special Facilities |
|  | Tribal Communications Officer |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    | S                |                                      |                   |                |                                    |                                      |
|  | Tribal Police Department      | S              | P                            |              |                          | S  |   |                                    | P                 |                             |                                   |                      | P                          |                    |                  | P                                    |                   | S              |                                    |                                      |
|  | Tribal Member Services        |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                | P                                  |                                      |
|  | Tribal Communications Officer |                | S                            |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| <b>Local Jurisdictions and Special Districts</b>                         |                               |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Area Law Enforcement Agencies  |                               |                |                              |              |                          |  |   |                                    | P                 |                             |                                   |                      | S                          |                    |                  |                                      |                   |                |                                    |                                      |
| Coos County Emergency Management   |                               |                |                              |              |                          | S  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Coos County Medical Examiner   |                               |                |                              |              |                          |  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Coos County Sheriff's Office   |                               |                |                              |              |                          |  |   |                                    | S                 |                             |                                   |                      | S                          |                    |                  | S                                    |                   |                |                                    |                                      |
| Coos County ARES/RACES   |                               | S              |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Coos County Public Health  |                               |                |                              |              |                          |  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    | S                                    |
| Coos Bay 911 Dispatch  |                               | P              |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Charleston Rural Fire District   |                               |                |                              | P            |                          |  |   | P                                  |                   | P                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |



3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                            |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
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|  | North Bend Fire and Rescue |                |                              | P            |                          |  |   | P                                  |                   | P                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Mutual Aid Partners  |                            |                | S                            |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| <b>Private Sector and Community-Based Partners</b>                       |                            |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| American Red Cross   |                            |                |                              |              |                          | S  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    | S                                    |
| Bay Cities Ambulance   |                            |                |                              |              |                          |  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Bay Area Hospital  |                            |                |                              |              |                          |  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Coos Forest Protective Association (CFPA)                                |                            |                |                              | P            |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Southwest Oregon Community College                                       |                            |                |                              |              |                          | S  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Area Utilities   |                            |                | S                            |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Community and Faith-Based Organizations                                  |                            |                |                              |              |                          | S  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| <b>State of Oregon</b>   |                            |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
| Related Annexes  | ESF 1          | ESF 2          | ESF 3                        | ESF 4        | ESF 5                    | ESF 6  | ESF 7                                     | ESF 8                              | ESF 9             | ESF 10                      | ESF 11                            | ESF 12               | ESF 13                     | ESF 14             | ESF 15           | ESF 16                               | ESF 17            | ESF 18         | ESF 19                             | ESF 20                               |
| <b>Key:</b><br>P – Primary<br>S – Support                                | Transportation | Communications | Public Works and Engineering | Firefighting | Information and Planning | Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Logistics Management and Resource Support | Public Health and Medical Services | Search and Rescue | Oil and Hazardous Materials | Agriculture and Natural Resources | Energy and Utilities | Public Safety and Security | Community Recovery | External Affairs | Evacuation and Population Protection | Damage Assessment | Legal Services | Volunteer and Donations Management | Coordination with Special Facilities |
| Department of Administrative Services                                    |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      | S                          |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Justice  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      | S                          |                    |                  |                                      |                   |                |                                    |                                      |
| Governor’s Office  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    | S                |                                      |                   |                |                                    |                                      |
| Governor’s Recovery Planning Cell (Governors Recovery Cabinet)           |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |
| Office of the State Fire Marshal   |                |                |                              | S            |                          |  |   |                                    | S                 | P                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Business Development Department  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |
| Department of Agriculture  |                |                |                              |              |                          |  |   |                                    |                   |                             | S                                 |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Energy   |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Environmental Quality                                      |                |                |                              |              |                          |  |   |                                    |                   | S                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Forestry   |                |                |                              | S            |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Human Services   |                |                |                              |              |                          | S  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
| Related Annexes  | ESF 1          | ESF 2          | ESF 3                        | ESF 4        | ESF 5                    | ESF 6  | ESF 7                                     | ESF 8                              | ESF 9             | ESF 10                      | ESF 11                            | ESF 12               | ESF 13                     | ESF 14             | ESF 15           | ESF 16                               | ESF 17            | ESF 18         | ESF 19                             | ESF 20                               |
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| Department of Transportation   | S              |                | S                            |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Office of Emergency Management   |                | S              |                              |              | S                        |  |   |                                    | S                 |                             |                                   |                      |                            | S                  | S                |                                      |                   |                |                                    |                                      |
| Oregon Health Authority  |                |                |                              |              |                          | S  |   |                                    |                   | P                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Oregon Military Department   |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Oregon State Police  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      | S                          |                    |                  |                                      |                   |                |                                    |                                      |
| Public Utility Commission  |                | S              |                              |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      |                   |                |                                    |                                      |
| <b>Federal</b>   |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Agriculture  |                |                |                              | S            |                          |  |   |                                    |                   |                             | S                                 |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |
| Department of Defense  |                |                | S                            |              |                          |  |   |                                    | S                 |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Energy   |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   | S                    |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Health and Human Services (including IHS)                  |                |                |                              |              |                          |  |   | S                                  |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Homeland Security (including FEMA)                         |                | S              | S                            |              | S                        | S  | S   |                                    | S                 | S                           |                                   |                      |                            | S                  | S                |                                      |                   |                |                                    |                                      |

3. Roles and Responsibilities

| Table 3-1 Coquille Indian Tribe Primary and Support Agencies by Function |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
|--|----------------|----------------|------------------------------|--------------|--------------------------|--|---|------------------------------------|-------------------|-----------------------------|-----------------------------------|----------------------|----------------------------|--------------------|------------------|--------------------------------------|-------------------|----------------|------------------------------------|--------------------------------------|
| Related Annexes  | ESF 1          | ESF 2          | ESF 3                        | ESF 4        | ESF 5                    | ESF 6  | ESF 7                                     | ESF 8                              | ESF 9             | ESF 10                      | ESF 11                            | ESF 12               | ESF 13                     | ESF 14             | ESF 15           | ESF 16                               | ESF 17            | ESF 18         | ESF 19                             | ESF 20                               |
| <b>Key:</b><br>P – Primary<br>S – Support                                | Transportation | Communications | Public Works and Engineering | Firefighting | Information and Planning | Mass Care, Emergency Assistance, Temporary Housing, and Human Services | Logistics Management and Resource Support | Public Health and Medical Services | Search and Rescue | Oil and Hazardous Materials | Agriculture and Natural Resources | Energy and Utilities | Public Safety and Security | Community Recovery | External Affairs | Evacuation and Population Protection | Damage Assessment | Legal Services | Volunteer and Donations Management | Coordination with Special Facilities |
| Department of Housing and Urban Development                              |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |
| Department of Interior (including BIA)                                   |                |                |                              |              | S                        |  |   |                                    | S                 |                             | S                                 |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Justice  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      | S                          |                    |                  |                                      |                   |                |                                    |                                      |
| Department of Transportation   | S              |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Environmental Protection Agency  |                |                |                              |              |                          |  |   |                                    |                   | S                           |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| General Services Administration  |                |                |                              |              |                          |  | S   |                                    |                   |                             |                                   |                      |                            |                    |                  |                                      |                   |                |                                    |                                      |
| Small Business Administration  |                |                |                              |              |                          |  |   |                                    |                   |                             |                                   |                      |                            | S                  |                  |                                      |                   |                |                                    |                                      |

# 4

## Concept of Operations

### 4.1 General

Primary roles involved during the initial emergency response will include first responders, such as fire and safety, law enforcement, and public works departments; initial response also may include hospitals, local health departments, and fire and hazardous material teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. In all emergencies, saving and protecting human lives is the top priority.

The basic concept of emergency operations focuses on managing and using all available resources at the local level for effective response to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergency and disaster events. This EOP should be used when Tribal and local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency or for other non-routine incidents or pre-planned events.

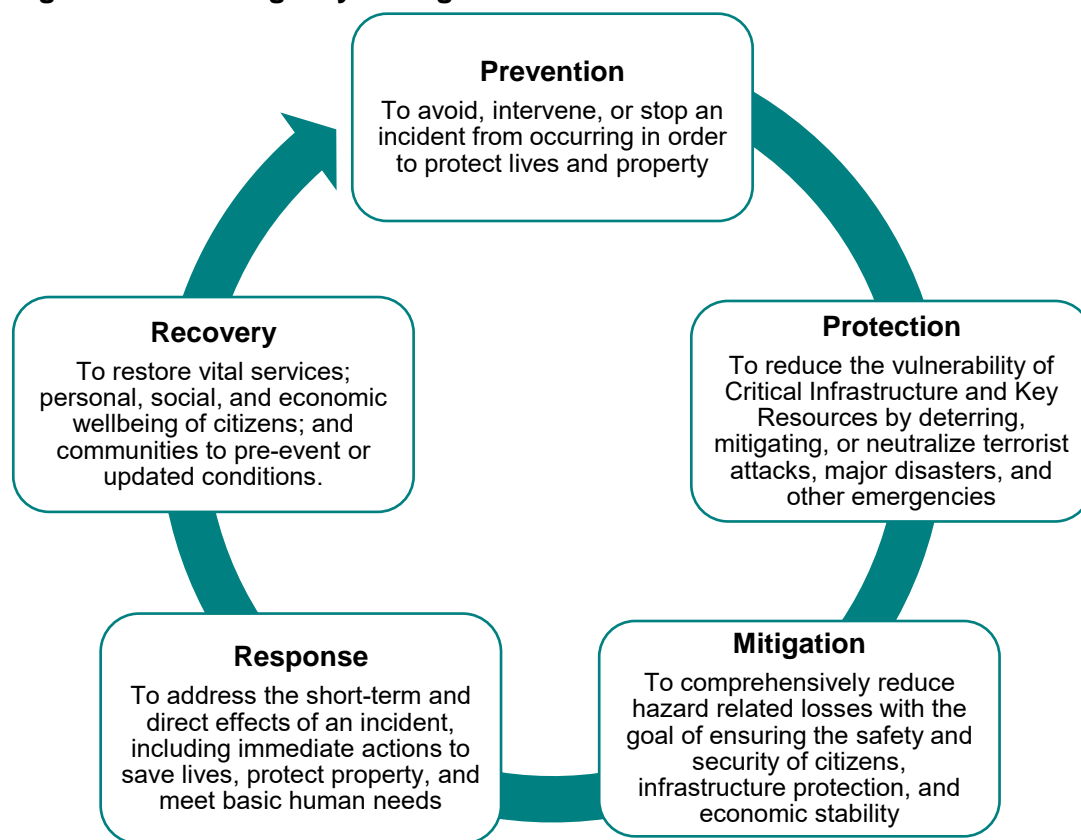
Responsibilities include management and coordination of large-scale events, as well as identifying and obtaining additional assistance and resources for emergency response agencies from the Coquille Indian Tribe, as well as relevant agencies from neighboring jurisdictions, the County, State, and/or federal government through the Coquille Indian Tribe EMO.

### 4.2 Emergency Management Mission Areas

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

## 4. Concept of Operations

Figure 4-1 Emergency Management Mission Areas



### 4.3 Incident Levels

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

#### 4.3.1 Level 1

In a Level 1 incident, the normal organization and procedures of Tribal departments and supporting special districts, including police, fire and safety, and public utilities that do not require implementation of the Coquille Indian Tribe EMO are maintained.

#### 4.3.2 Level 2

A Level 2 incident has special or unusual characteristics requiring response by more than one Tribal department or supporting special district, or is beyond the scope of available local resources, and may require partial implementation of the Coquille Indian Tribe EMO.

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4.3.3 Level 3

A Level 3 incident requires the coordinated response of Tribal, local, regional, state, and federal resources to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the affected population. Under such conditions, the Coquille Indian Tribe EMO shall be fully activated.

4.3.4 NIMS Incident Levels

While the Coquille Indian Tribe uses incident levels that are consistent with the State of Oregon EOP, incident types at the federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

| Table 4-1 NIMS Incident Levels |  |
|--------------------------------|--|
| Type 5                         | <ul style="list-style-type: none"> <li>■ The incident can be handled with one or two single resources with up to six personnel.</li> <li>■ Command and General Staff positions (other than the EOC Manager) are not activated.</li> <li>■ No written Incident Action Plan (IAP) is required.</li> <li>■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene.</li> <li>■ Examples include a vehicle fire, an injured person, or a police traffic stop.</li> </ul>   |
| Type 4                         | <ul style="list-style-type: none"> <li>■ Command and General Staff functions are activated only if needed.</li> <li>■ Several resources are required to mitigate the incident.</li> <li>■ The incident is usually limited to one operational period in the control phase.</li> <li>■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources.</li> <li>■ The role of the agency administrator includes operational plans that contain objectives and priorities.</li> </ul> |

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| <b>Table 4-1 NIMS Incident Levels</b> |   |
|---------------------------------------|---|
| <b>Type 3</b>                         | <ul style="list-style-type: none"> <li>■ When capabilities exceed initial response, the appropriate ICS positions should be added to match the complexity of the incident.</li> <li>■ Some or all of the Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions.</li> <li>■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended response incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team.</li> <li>■ The incident may extend into multiple operational periods.</li> <li>■ A written IAP may be required for each operational period.</li> </ul>   |
| <b>Type 2</b>                         | <ul style="list-style-type: none"> <li>■ This type of incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the operations, command, and general staffing.</li> <li>■ Most or all of the Command and General Staff positions are filled.</li> <li>■ A written IAP is required for each operational period.</li> <li>■ Many of the functional units are needed and staffed.</li> <li>■ Operations personnel normally do not exceed 200 per operational period, and total incident personnel does not exceed 500 (guidelines only).</li> <li>■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and written delegation of authority.</li> </ul> |
| <b>Type 1</b>                         | <ul style="list-style-type: none"> <li>■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate.</li> <li>■ All Command and General Staff positions are activated.</li> <li>■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000.</li> <li>■ Branches need to be established.</li> <li>■ The agency administrator will have briefings and will ensure that the complexity analysis and delegation of authority are updated.</li> <li>■ Use of resource advisors at the incident base is recommended.</li> <li>■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.</li> </ul>   |



## 4. Concept of Operations

### 4.4 Response Priorities

#### 4.4.1 Response

Response activities are undertaken immediately after an incident, and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed. Response activities include protection of the following:

1. **Life safety:** Efforts to save lives and implement operations to minimize risks to public health and safety.
2. **Property:** Efforts to reduce impacts to CIKR and minimize property damage.
3. **Environment:** Efforts to mitigate long-term impacts to the environment

#### 4.4.2 Recovery

It is the responsibility of government to assist the public and private sectors with recovery from disaster. A widespread disaster will likely impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues. Recovery is one of the four phases of emergency management. This EOP is not a recovery plan; that document is developed separately and in accordance with the National Disaster Recovery Framework. Under the framework, recovery from major disasters is coordinated by a Federal Disaster Recovery Coordinator working in tandem with a Tribal Disaster Recovery Coordinator.

However, response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the Coquille Indian Tribe meet basic needs and resume self-sufficiency, returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts on Tribal lands.
2. **Debris Removal:** Coordination of debris collection and removal.
3. **Infrastructure Restoration:** Facilitate restoration of critical infrastructure.

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and power, as well as garbage and debris removal. These functions must recover early in the incident to support the life, health, and safety of the population and to support response missions.

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See ESF 14 – Community Recovery and the National Disaster Recovery Framework (NDRF) (<http://www.fema.gov/pdf/recoveryframework/ndrf.pdf>) for more information on recovery.

### 4.4.3 Mitigation

Post-disaster recovery includes many opportunities to promote practices that minimize risks to multiple hazards and strengthen the ability to withstand and recover from future disasters. A successful community recovery process engages in a rigorous assessment of risks and vulnerabilities and takes advantage of opportunities to plan for, and mitigate against, future risks.

Initial stages of mitigation planning include tracking and recording disaster impacts, to expand the community's understanding of its at-risk assets. Additionally, a successful community recovery process capitalizes on opportunities to leverage Federal and other resources to support community recovery goals and rebuild in anticipation of future social, economic, and environmental needs.

Under a presidential major disaster declaration, a portion of estimated total Federal assistance (up to 15 percent) is available from the Hazard Mitigation Grant Program (HMGP), contingent upon Coquille Indian Tribe having a FEMA-approved Mitigation Plan in place. HMGP funds can be approved for a range of mitigation projects, including property acquisition, structure demolition, structure elevation, structure relocation, floodproofing, structural retrofitting, infrastructure retrofitting, soil stabilization, wildfire mitigation and backup generator purchase and installation.

See the Hazard Mitigation Assistance information available from FEMA (<http://www.fema.gov/hazard-mitigation-assistance>) for more information on mitigation.

## 4.5 Incident Management

### 4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of Tribal government are insufficient to effectively meet response requirements, the Tribal Executive Director or designee, at the direction of the Tribal Chair, will implement all or part of this EOP. In addition, the Executive Director or Tribal Executive Director or designee may partially or fully activate and staff the Coquille Indian Tribe EOC based on an emergency's type, size, severity, and anticipated duration. An emergency declaration is not required to implement the EOP or activate the EOC.

The Tribal Executive Director or designee may also implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. Concurrently, all involved Tribal emergency response partners will implement their respective plans, procedures, and processes and will provide the

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Tribal Executive Director or designee, or EOC Incident Commander if activated, with the following information:

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

### 4.5.2 Initial Actions

Upon implementation of all or part of this EOP, the EOC Incident Commander (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See Annex ESF 2 – Communications and ESF 1 – Transportation for more details and specific procedures.*
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See Annex ESF 6 – Mass Care, Emergency Services, Housing, and Human Services for more details and specific procedures associated with sheltering, mass care, and related human services.*
- Instruct appropriate Tribal departments to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies. *See Annex ESF 2 – Communications for more details and specific procedures.*
- When Tribal resources will not meet the needs of ongoing emergency operations, request the Tribal Chair to prepare and submit a formal declaration of emergency to OEM. The official declaration may be preceded by a verbal statement. *See Annex ESF 7 - Logistics Management and Resource Support for more details and specific procedures.*
- Prepare to staff the Coquille Indian Tribe EOC as appropriate for the incident, with maximum 12-hour shifts.

### 4.5.3 Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the Coquille Indian Tribe. In all cases, such information will be relayed to the Emergency Management Coordinator and the Tribal Executive

## 4. Concept of Operations

Director or designee. Decisions to respond, implement the EOP, and activate the EOC will be made by the Tribal Executive Director or designee in coordination with the Tribal Chair.

Traditional communication lines, such as landline and cellular telephones, texting, internet/e-mail, satellite phones and radio will be used by Coquille Indian Tribe response personnel throughout the duration of response activities. A public warning and broadcast system is established for the Coquille Indian Tribe to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Management Coordinator will provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. ESF 2 provides detailed information on how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. External partners can be activated and coordinated through the Coquille Indian Tribe EOC.

Plain language will be used during a multi-jurisdictional emergency response occurring on the Reservation and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables Area Commanders, State and local EOC personnel, federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different jurisdictions and disciplines to work together depends greatly on their ability to communicate with each other.

*See ESF 2 – Communications for more details.*

### 4.5.3.1 Interoperability

To the greatest extent possible, the Coquille Indian Tribe will maintain the ability of emergency management/response personnel to communicate within and across agencies and jurisdictions via voice, data, or video in real time, when needed, and when authorized. It is essential that these communications systems be capable of interoperability, as successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies.

Interoperability planning requires accounting for emergency management and incident response contingencies and challenges. Interoperability plans should include considerations of governance, SOPs, technology, training and exercises, and usage within the context of the stress and chaos of a major response effort.

Coordinated decision making among agencies and jurisdictions is necessary to establish proper and coherent governance and is critical to achieving interoperability. Agreements and SOPs should clearly articulate the processes, procedures, and protocols necessary to achieve interoperability.

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### 4.5.4 Situational Awareness and Intelligence Gathering

#### 4.5.4.1 Situational Awareness

Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications and reporting activities, and forecasting or predicting incidents to detect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence- and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

Considerations that may increase the complexity of an event and heighten the need for good situational awareness include:

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.

#### 4.5.4.2 Intelligence Gathering

While the Planning Section handles the operational and situational intelligence described above, the Intelligence/Investigations function gathers and reports information related to criminal and terrorist activities. Information handled under this function may lead to the detection, prevention, apprehension, and prosecution of those involved in criminal activities, including terrorist incidents. It may also help determine the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. Intelligence gathering may occur prior to, during and after an incident.

Gathering timely and accurate outside intelligence and establishing procedures for analyzing that data and distributing it to the right parties are both critical to responding to an incident effectively. The Coquille Indian Tribe may choose to

## 4. Concept of Operations

identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff, or it may fall to the Planning Section Chief or designee.

### 4.5.4.3 Coordination with State Fusion Center

The State of Oregon maintains a fusion center to provide intelligence support related to terrorism and terrorist activity. The Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all hazard" information clearinghouse for federal, State, local, and tribal law enforcement agencies. The center's goals are to identify, prevent, detect, disrupt, and assist in investigating terrorism-related crimes by providing an efficient, timely, and secure mechanism for exchange of critical information among law enforcement agencies at all levels, State executive leadership, government agencies, and public- and private-sector partners. The OTFC supports these goals by:

- Providing pre- and post-terrorism event investigatory support with analysis and dissemination of the conclusions.
- Maintaining the State of Oregon Terrorism Suspicious Activity Report intake log.
- Provide real-time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.
- Provide updated crime- and terrorism-related intelligence information to local, State, and federal law enforcement agencies as requested or required.
- Provide liaison support and information sharing in support of emergency operations by disseminating emergency information through TITAN.
- Provide an OTFC staff member to be collocated within the State ECC in the event of an emergency.
- Provide terrorism-related alerts, bulletins, and assessments to public- and private-sector companies and organizations as requested or required.

Coordination with the OTFC will be the responsibility of the Tribal Police Department, as directed by Tribal Council.

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### 4.5.5 Resource Management

The Tribal Council has overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Executive Director has the final allocation authority.

Upon activation of the Coquille Indian Tribe EOC, the EOC Manager has the authority under emergency conditions to establish priorities for the assignment and use of all Tribal resources. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort. The Tribe will commit all of its resources, if necessary, to protect life and property.

Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:

- Deploy resources according to the following priorities:
  1. Protection of life.
  2. Protection of responding resources.
  3. Protection of public facilities.
  4. Protection of private property.
- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide Tribal members with information about where to make these requests.
- Escalate the activation of other available resources by activating MAAs with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the State for State and federal resources.
- Activation of State, and/or federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the federal government or the State.

*See ESF 7 – Logistics and Resource Management for more information.*

#### 4.5.5.1 Volunteer and Donations Management

At this time, the Coquille Indian Tribe does not have a formal volunteer and donations management program in place. Should one be developed in the future, the program will work to ensure the most efficient and effective use of



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unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

Tribal Member Services will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the Tribal EOC, with support from the Community Health Center, Financial Management Department, Red Cross, and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow NIMS/ICS standards. Elements of the Coquille Indian Tribe volunteer and donations management program may include:

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

*See ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services for more information.*

### 4.5.5.2 Resource Typing

The Coquille Indian Tribe may choose to implement NIMS resource typing to better address resource and supply needs during an emergency. Resource typing is a method for standardizing nomenclature, used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

Within many of the resource types are divisions for size, power, or quantity. These are commonly listed as Type I, Type II, Type III, and so on. If interpreted



## 4. Concept of Operations

properly, a resource typing list can increase the usefulness of the tools requested in an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. Response personnel and support staff should practice using resource typing lists and become familiar with the standard terminology for commonly requested resources.

### 4.5.5.3 Credentialing of Personnel

The Coquille Indian Tribe may maintain a program for credentialing response personnel that documents personnel and authenticates and verifies their qualifications by ensuring that they possess a minimum common level of training, experience, physical and medical fitness, and capability appropriate for a particular position.

The credentialing program for response personnel may include the following elements:

- Enroll personnel in accordance with approved standards.
- Identify type and qualifications of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on the essential functions of a position, levels of training required, experience levels required, required licensure and certifications, and physical and medical fitness needed to qualify for the position.
- Certify personnel based on identity vetting and their qualifications for the positions to be filled.
- Card personnel after completing certification of identity, qualifications, and typing.
- Provide authorization for deployment of credentialed personnel through order numbers, travel authorizations, etc.
- Ensure that personnel are credentialed only while they maintain employment and qualifications.

### 4.5.6 At-Risk Populations

#### 4.5.6.1 Access and Functional Needs Populations

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation, or functional needs. Access and Functional Needs Populations (also referred to as Vulnerable Populations and Special Needs Populations) are members of the community or travelers stranded in the area who experience physical, mental, or medical care needs and who may require assistance before, during, and after an emergency incident after exhausting their usual resources and support network.

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The Tribe defines populations with functional needs as those who may have additional needs before, during, and after an incident in functional areas such as maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities, live in institutionalized settings, are elderly, are children, are from diverse cultures, have limited or no English proficiency, or are transportation disadvantaged.

Program for populations with access and functional needs are maintained by the Community Health Center.

### 4.5.6.2 Children and Disasters

Planning and preparing for the unique needs of children is of utmost concern to the Coquille Indian Tribe and, whenever possible, the Tribe will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to children. Such issues may include:

- **Preparedness.** Program and preparedness activities that relate to the needs of children. This includes involving members of the community who are familiar with children's issues.
- **Evacuation.** Identifying where children are located (e.g., schools and daycares) and how they will be evacuated.
- **Shelter.** Identifying resources for diapers, formula, and food appropriate for all ages, portable cribs and playpens, and staffing resources needed to supervise unaccompanied children.
- **Public Outreach and Education.** Promoting personal preparedness among families with children as well as at local schools and daycares.

### 4.5.6.3 Household Pets and Service Animals

Whenever possible, the Tribe will consider preparedness, evacuation, shelter operations, and public outreach and education activities that identify issues particular to household pets and service animals. Such issues may include:

- **Preparedness.** Program and preparedness activities that relate to the needs of household pets and service animals. This includes involving members of the community who are familiar with pet and service animal issues.
- **Shelter.** Identifying resources for food, crates, and staffing resources needed to supervise household pets.
- **Public Outreach and Education.** Promoting personal preparedness among families with pets as well as at local pet rescue agencies.

## 4. Concept of Operations

### 4.5.7 Demobilization

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

The Tribal Chair, with advice from the Tribal Executive Director or designee, will determine when a state of emergency no longer exists and direct restoration of normal Coquille Indian Tribe functions. Operations can then be terminated and emergency authorities rescinded.

### 4.5.8 Transition to Recovery

Recovery comprises steps the Tribe will take after an emergency to restore government function and community services to levels that existed prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the Tribe can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase for reassessing applications, processes, and functions of all annexes of this EOP plan for deficiencies. Restoration to upgrade damaged areas is possible if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, a similar disaster in the future.

*See ESF 14 –Community Recovery for more details*

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# 5

## Command and Control

### 5.1 General

The ultimate responsibility for command and control of Coquille Indian Tribe departments and resources lies with the Tribal Chair. At the direction of the Tribal Chair, the Tribal Executive Director or designee maintains direction and control of the Coquille Indian Tribe EMO, unless otherwise delegated. Tribal emergency operations, both on-scene and in the Coquille Indian Tribe EOC, will be conducted in a manner that is consistent with NIMS, including use of ICS.

### 5.2 On-Scene Incident Management

The initial response to an incident will be managed by the responding agency as appropriate. The Executive Director or designee will work in coordination with the responding agency to assign an on-scene Incident Commander. If the responding agency is non-tribal but the incident is occurring on tribal land; a tribal on scene incident commander must be assigned.

The on-scene Incident Commander is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the Tribal Executive Director or designee and request activation of the Coquille Indian Tribe EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure.

### 5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the Coquille Indian Tribe may activate the EOC and assign an EOC Incident Commander to support on-scene operations and coordinate Tribal resources. The request will be submitted to the Executive Director, who will determine whether to activate the Coquille Indian Tribe EOC and will assume, or designate to the Tribal Executive Director or designee, the role of EOC Incident Commander. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the Tribal EOC for

## 5. Command and Control

resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the Tribal EOC to serve as part of Unified Command, ensuring proper coordination of resources across agencies.

Under a Tribal disaster declaration, upon activation of the Tribal EOC, the EOC Incident Commander is empowered to assume executive control over all departments, divisions, and offices of the Coquille Indian Tribe during a state of emergency. If appropriate, the EOC Incident Commander may request that the Tribal Chair declare a state of emergency.

Outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used only as an adjunct to existing Tribal services, and then only when a situation threatens to expand beyond the Coquille Indian Tribe's response capabilities.

### 5.4 Emergency Operations Center

The Coquille Indian Tribe EOC supports incident response activities. The EOC may be activated be upon notification of a possible or actual emergency. The EOC tracks, manages, and allocates appropriate resources and personnel. During large-scale emergencies, the EOC may become the seat of government for the duration of the crisis. The EOC will serve as a Multi-Agency Coordination Center, if needed.

*See ESF 5 – Emergency Management for more details.*

#### 5.4.1 Emergency Operations Center Activation

During emergency operations and upon activation, the EOC staff will assemble as outlined in ESF 5 – Emergency Management and exercise direction and control, as outlined below.

- The EOC will be activated by the Executive Director, or designee, who may assume or designate to the Tribal Executive Director or designee the role of EOC Incident Commander. While the on-scene Incident Commander retains tactical control of the incident, the EOC Incident Commander assumes responsibility for coordinating and prioritizing Coquille Indian Tribe resources in support of emergency operations.
- The Tribal Executive Director or designee will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by Coquille Indian Tribe departments, augmented as required by trained reserves, volunteer groups, and forces supplied through MAAs. State and federal support will be requested if the situation dictates.

## 5. Command and Control

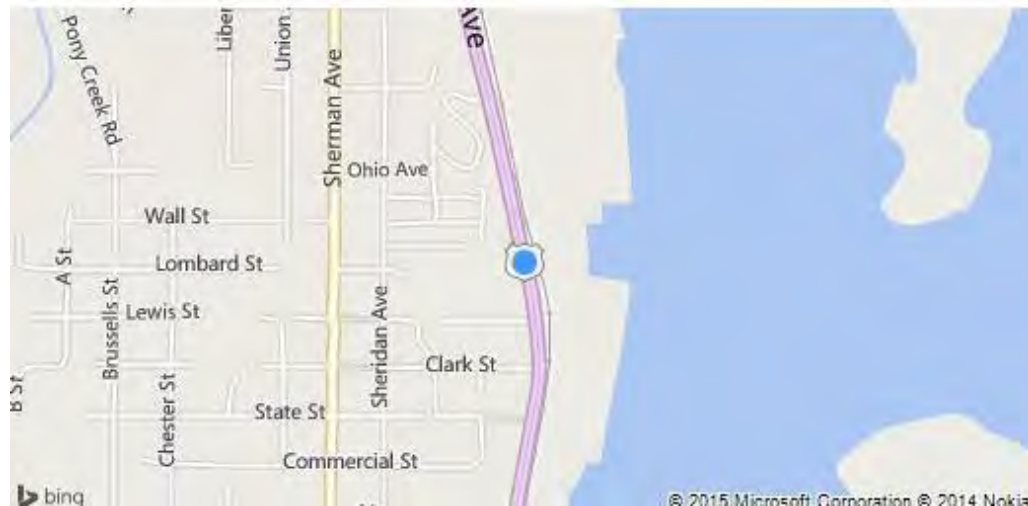
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for the emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC may, as appropriate, operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Tribal Executive Director or designee will immediately notify OEM upon activation. Periodic updates will be issued as the situation requires.

### 5.4.2 Emergency Operations Center Location

The **primary location** for the Coquille Indian Tribe EOC is:

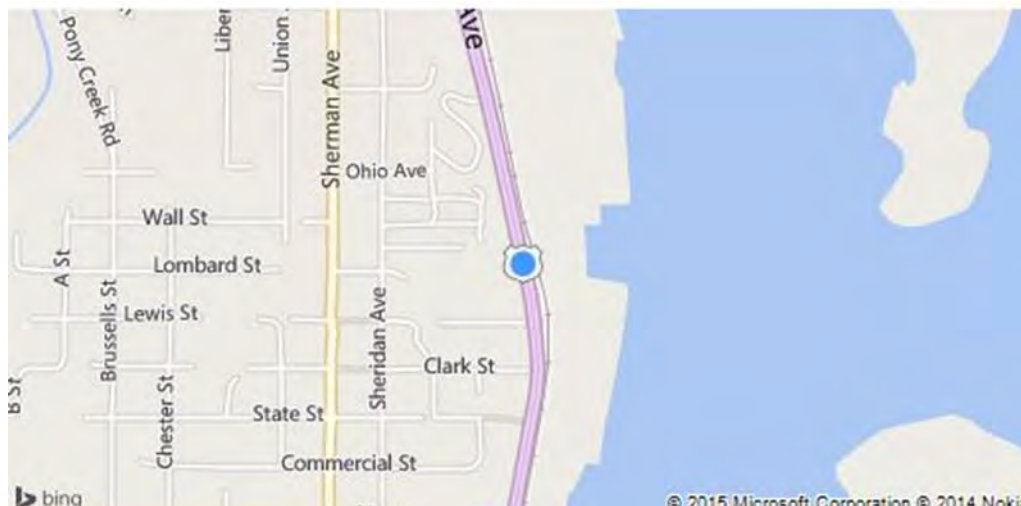
Tribal Administration, 3050 Tremont St, North Bend

**Figure 5-1 Primary EOC – Tribal Administration Building**



**Figure 5-2 Alternative EOC – The Mill Casino Hotel**

## 5. Command and Control



Activation of the primary EOC facility will be incident specific. The Tribal Executive Director or designee is responsible for ensuring that an alternative EOC facility is adequately equipped in the event the primary facility is unavailable.

To avoid jeopardizing operations, care must be taken to locate the EOC away from any dangers associated with the event.

### 5.4.3 Emergency Operations Center Staffing

Depending on the incident type, Tribal departments will provide staff to the EOC. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Incident Commander may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain Tribal EOC operations, the Coquille Indian Tribe may request support from the State.

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

Due to limited personnel and resources available to support emergency operations, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency and add depth to existing Tribal emergency management and response organizations.

### 5.4.4 Access and Security

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access will be limited to designated emergency operations personnel. Others may be allowed access as determined by



## 5. Command and Control

the EOC Manager or designee. Appropriate security measures will be in place to identify personnel who are authorized to be present, including the use of pre-issued identification badges.

### 5.4.5 Deactivation

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

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the Tribal EOC during the day with limited staffing to facilitate the dissemination of information on disaster relief programs available for the public and local government. This alternative should be weighed against the option of immediately requiring the Executive Director and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The Executive Director has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, the decision needs to be disseminated to the same agencies that were notified when it was activated.

If necessary, the EOC may be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time. Similar to initial activation, re-activation of the EOC would occur at the direction of the Executive Director, or designees.

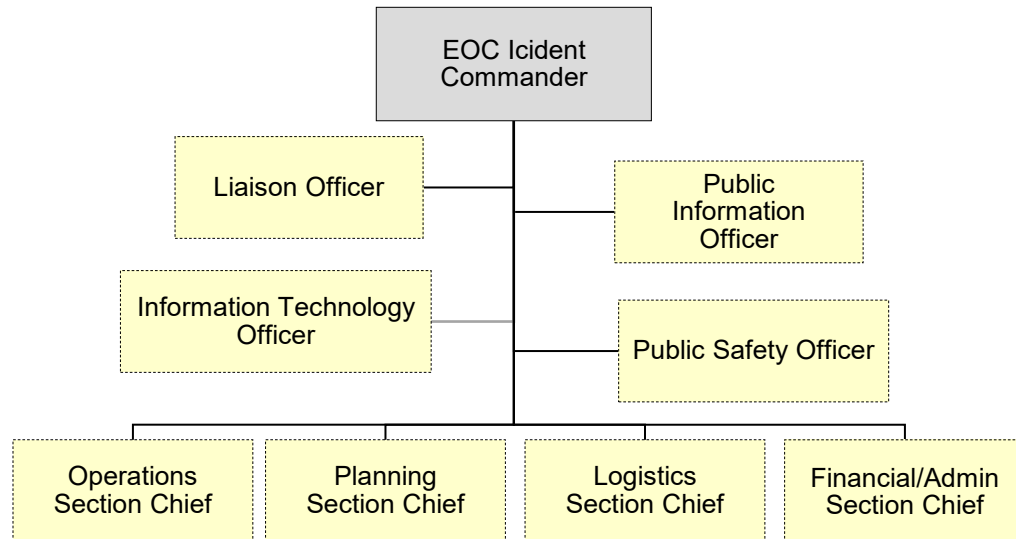
## 5.5 Incident Command System

Use of NIMS and ICS is mandated by the federal government for jurisdictions who received federal funding. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. This system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. It can be staffed and operated by qualified personnel from any emergency service agency and may involve personnel from a variety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major emergency involving several agencies and spanning numerous jurisdictions. The Coquille Indian Tribe has established an EMO, supporting EOC activation and operational procedures, and position

## 5. Command and Control

checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for Coquille Indian Tribe is presented in Figure 5-3.

**Figure 5-3 Sample EOC Incident Command System**



### 5.5.1 Emergency Operations Center Incident Commander

The EOC Incident Commander is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Incident Commander is responsible for:

- Approving and supporting implementation of an IAP.
- Coordinating activities supporting the incident or event.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
  - Public Safety Officer
  - PIO
  - Liaison Officer
  - Information Technology Officer

**5. Command and Control**

- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the Incident Commander may change to meet the needs of the incident.

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

The Public Safety Officer position generally applies to incident scenes and is responsible for:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site control measures.
- Monitoring and assessing the health and safety of response personnel and support staff (may be necessary in the EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the EOC Incident Commander on safety issues or concerns as necessary (may be necessary in the EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary in the EOC as well).
- The Public Safety Officer position will be filled by the Coquille Tribe Police Chief or Police Department designee.

**5.5.2.2 Public Information Officer**

In a larger emergency event, a lead PIO will most likely coordinate and manage a larger public information network representing the Coquille Indian Tribe, local, regional, State, and federal agencies; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, establishing and staffing a Joint Information Center (JIC).
- Implementing information clearance processes with the EOC Incident Commander.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

## 5. Command and Control

- The External Public Information Officer position will be filled by the Tribal Communications Officer or in the event of his or her absence the CEDCO Director of Corporate Communications.
- The Internal Public Information Officer position will be filled by the Human Resources Director or in the event of his or her absence the Tribal Communications Officer.

For emergency public information needs specific to the Coquille Indian Tribe, the Tribe will be represented by the CEDCO PIO in coordination with the Coquille Tribal Media Working Group.

### 5.5.2.3 Liaison Officer

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

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the Incident Commander, government officials, and stakeholders.
- The Liaison Officer position will be filled by the Health and Human Services Administrator or Culture, Education, and Library Services Director.

### 5.5.2.4 Information Technology Officer

The IT Officer will be responsible for ensuring an effective communication plan will be implemented and maintained during an emergency or event. The IT Officer will:

- Provide infrastructure and support to the EOC, to allow Staff Officers and Section Chiefs workspace.
- Identify the needs of the Tribe to establish and maintain effective communications with the EOC Incident Commander and subordinates.
- Implement measures to restore and maintain server operability.

## 5. Command and Control

- The Information Technology Officer position will be filled by the Director of Information Technology Services or in his or her absence the Systems Administrator.

### 5.5.3 Emergency Operations Center General Staff

#### 5.5.3.1 Operations Section Chief

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

- Fire & Safety - emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- Law Enforcement - incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- Public Health Officials - contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.
- Public Works/Utilities - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- The Operations Section Chief position will be filled by the Land Use Planner or in the event of his or her absence the Natural Resource Director.

Private entities, companies, and nongovernmental organizations may also support the Operations Section. The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

## 5. Command and Control

### 5.5.3.2 Planning Section Chief

The Planning Section is responsible for forecasting future needs and events of the response effort while ensuring implementation of appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting, evaluating, and distributing information about the incident, and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.
- The Planning Section Chief position is filled by the Assistant Health and Human Services Administrator or in the event of his or her absence the Director of GIS.

### 5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the following units: Supply, Food, Communications, Medical Services, Facilities, and Ground Support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

- Providing and managing resources to meet the needs of incident response personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.
- The Logistics Section Chief position will be filled by the Property and Project Manager or in the event of his or her absence the Administrative Maintenance and Fleet Coordinator.

### 5.5.3.4 Finance/Administration Section

The Finance/Administration Section is specific to the incident type and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed, which can be staffed by a technical specialist in the Planning Section. Potential units assigned to this

5. Command and Control

section are: Compensation/Claims, Procurement, Cost, and Time. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.
- The Finance/Administration Section Chief position will be filled by the Chief Financial Officer or in his or her absence the Controller.

5.5.4 Unified Command

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

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

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

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

5.5.5 Area Command

Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations. An Area Command is established either to oversee the management of multiple incidents that are being handled by separate ICS organizations or to oversee the management of a very large incident that involves multiple ICS organizations. It is important to note that an Area Command does not have operational responsibilities. For incidents under its authority, the Area Command is responsible for:

- Setting overall agency incident-related priorities.

## 5. Command and Control

- Allocating critical resources according to established priorities.
- Ensuring that incidents are managed properly.
- Ensuring effective communications.
- Ensuring that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifying critical resource needs and reporting them to the EOCs.
- Ensuring that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Providing for personnel accountability and a safe operating environment.

### 5.5.6 Multi-Agency Coordination

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



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# 6

## Plan Development, Maintenance, and Implementation

### 6.1 Plan Review and Maintenance

At a minimum, this EOP should be formally reviewed and re-promulgated every two years to comply with federal grant requirements. This review will be coordinated by the Tribal Executive Director or designee and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

#### Recommended changes should be forwarded to:

Coquille Indian Tribe  
ATTN: Tribal Executive Director or designee  
3050 Tremont Street  
North Bend, OR 97459

Changes may also be submitted electronically to: [markjohnston@coquilletribe.org](mailto:markjohnston@coquilletribe.org)

### 6.2 Training Program

The Tribal Executive Director or designee specifically coordinates training for Tribal personnel and encourages them to participate in training sessions hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted by the Coquille Indian Tribe and are in the process of being implemented. The Tribal Executive Director or designee will maintain records and lists of

## 6. Plan Development, Maintenance and Implementation

training received by Coquille Indian Tribe personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff. NIMS identifies these positions as follows:

- EMS personnel.
- Firefighters.
- Law enforcement personnel.
- Public works/utility personnel.
- Skilled support personnel.
- Other emergency management response personnel.
- Support/volunteer personnel at all levels.

Table 6-1 provides the minimum training requirements for Coquille Indian Tribe emergency personnel.

| <b>Table 6-1 Recommended Training Standards</b>  |   |
|--|---|
| <b>Emergency Personnel</b>   | <b>Training Required</b>                    |
| Direct role in emergency management or emergency response  | ICS-100<br>IS-700a                          |
| First-line supervisors, mid-level management, and command and general staff  | ICS-100, -200<br>IS-700a                    |
| Supervisory role in expanding incidents or have a management role in an EOC  | ICS-100, -200, -300<br>IS-700a              |
| Management capacity in an area command situation or EOC  | ICS-100, -200, -300, -400<br>IS-700a, -701a |
| Public Information Officers  | IS-702a                                     |
| Resource management  | IS-703a                                     |
| Communication or incident information systems  | IS-701                                      |
| Development of mutual aid agreements and/or mutual aid operational plans   | IS 706                                      |
| Planning   | IS-800b                                     |
| <i>Additional information about training requirements can be found on the OEM website at <a href="http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf">http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf</a>. Independent study courses can be found at <a href="http://training.fema.gov/IS/crslist.asp">http://training.fema.gov/IS/crslist.asp</a>.</i> |   |

## 6. Plan Development, Maintenance and Implementation

### 6.3 Exercise Program

The Coquille Indian Tribe will regularly conduct exercises to test and evaluate this EOP. Whenever feasible, the Tribe will coordinate with neighboring jurisdictions and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the Tribe will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at <http://hseep.dhs.gov>.

The Tribal Executive Director or designee will work with Tribal departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted by the Coquille Indian Tribe EMO.

### 6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Tribal Executive Director or designee will conduct a review, or “hot wash,” with exercise participants after each exercise. The Tribal Executive Director or designee will also coordinate an After Action Report (AAR), which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the Coquille Indian Tribe’s readiness. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include suggested future exercise events and programs. Valuable success stories and lessons learned may be submitted to the Lessons Learned Information Sharing website ([www.llis.gov](http://www.llis.gov)). The Tribal Executive Director or designee will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the Coquille Indian Tribe EMO.

### 6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The Coquille Indian Tribe maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the Tribe’s overall readiness.

Information about Tribal public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the Coquille Indian Tribe website at: <http://www.coquilletribe.org/>

## 6. Plan Development, Maintenance and Implementation

### 6.6 Funding and Sustainment

It is a priority of Coquille Indian Tribe to fund and maintain an EMO that ensures the Tribe's ability to respond to and recover from disasters. The Tribal Executive Director or designee will work with the Tribal Chair and Executive Director to:

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

**A**

**Sample Disaster Declaration  
Forms**

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**REQUEST FOR PRESIDENTIAL DISASTER DECLARATION  
MAJOR DISASTER OR EMERGENCY**

1. Request Date \_\_\_\_\_

**Burden Disclosure Notice**

Public reporting burden for this form is estimated to average 9 hours per response. The burden estimate includes the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and submitting the form. This collection of information is required to obtain a benefit. You are not required to respond to this collection of information unless it displays a valid OMB control number. Send comments regarding the accuracy of the burden estimate and any suggestions for reducing the burden to: Information Collections Management, Department of Homeland Security, Federal Emergency Management Agency, 500 C Street SW, Washington, DC 20472, Paperwork Reduction Project (1660-0009). **NOTE: Do not send your completed form to this address.**

Completion of this form including applicable attachments satisfies legal requirements for emergency and major disaster declaration requests under 42 U.S.C. §§ 5170 and 5191, respectively, as implemented at 44 C.F.R. §§ 206.35 and 206.36. Failure to use this form may result in a failure to meet these requirements and/or a delay in processing the request.

|  |  |
|--|--|
| 2a. Name of State (as defined in Stafford Act 102, 42 U.S.C. § 5122) or Indian tribal government requesting declaration. | 2b. Population (as reported by 2010 Census) or estimated population of Indian tribal government's damaged area(s). |
|--|--|

|  |   |
|--|---|
| 3. Governor's or Tribal Chief Executive's Name | 4. Designation of State or Tribal Coordinating Officer upon declaration (if available) and phone number |
|--|---|

5. Designation of Governor's Authorized Representative or Tribal Chief Executive Representative upon declaration (if available) and phone number

6. Declaration Request For:  Major Disaster (Stafford Act Sec. 401)  Emergency (Stafford Act Sec. 501(a))

7. Incident Period: Beginning Date \_\_\_\_\_ End Date \_\_\_\_\_ or  Continuing *If requesting a "continuing" incident period, enclose an official statement from a qualified Federal Government agency acknowledged as a national authority in a specific incident field (e.g., United States Geological Survey for seismic incidents, the National Weather Service for flooding).*

7b. Type of Incident (Check all that apply)

Drought  Earthquake  Explosion  Fire  Flood  Hurricane  Landslide  Mudslide

Severe Storm (rain, high water, wind-driven rain, hail, lightning)  Snowstorm (Must include Enclosure D: Historic and Current Snowfall Data)  Straight-Line Winds

Tidal Wave  Tornado  Tropical Depression  Tropical Storm  Tsunami  Volcanic Eruption  Winter Storm

Other (please specify) \_\_\_\_\_

8. Description of damages (Short description of impacts of disaster on affected area and population). Include additional details in enclosed Governor's or Tribal Chief Executive's cover letter.

9. Description of the nature and amount of State and local or Indian tribal government resources which have been or will be committed. Include additional details in enclosed Governor's or Tribal Chief Executive's cover letter.



10. Joint Preliminary Damage Assessment\*

Individual Assistance    Dates Performed    Requested \_\_\_\_\_ Start \_\_\_\_\_ End \_\_\_\_\_

Individual Assistance Accessibility Problems (Areas that could not be accessed, and why)

Public Assistance    Dates Performed    Requested \_\_\_\_\_ Start \_\_\_\_\_ End \_\_\_\_\_

Public Assistance Accessibility Problems (Areas that could not be accessed, and why)

11. Programs and Areas Requested

Individual Assistance     N/A     Individuals and Households Program     Crisis Counseling Program     Disaster Unemployment Assistance Program  
 All     Disaster Case Management     Disaster Legal Services

For the following jurisdictions, specify programs and areas (counties, parishes, independent cities; for Indian tribal government, list tribe(s) and/or tribal area(s)) If additional space is needed, please enclose additional documentation.

For States, identify Federally-recognized Tribes in the requested counties (if applicable).

Please see Enclosure A: Supplemental Information for Individual Assistance for additional information in support of this request\*.

\*Not Required for Emergency Declaration Request

11. Programs and Areas Requested (Continued)

Public Assistance     N/A     Debris Removal (Category A)     Emergency Protective Measures (Category B)     Permanent Work (Categories C-G)\*  
(not available for Emergency Declaration Requests)

For the following jurisdictions, specify programs and areas (counties, parishes, independent cities; for Indian tribal government, list tribe(s) and/or tribal area(s)). If additional space is needed or your request includes different categories of work for different jurisdictions; please enclose additional documentation.

For States, identify Federally-recognized Tribes included in the requested counties (if applicable).

Please see **Enclosure B: Supplemental Information for Public Assistance** for additional information in support of this request\*.

**Indemnification for Debris Removal Activity**

I do not anticipate the need for debris removal.

I anticipate the need for debris removal, which poses an immediate threat to lives, public health and safety. Pursuant to Sections 403 and 407 of the Stafford Act, 42 U.S.C. §§ 5170b & 5173, the State or Indian tribal government agrees to indemnify and hold harmless the United States of America for any claims arising from the removal of debris or wreckage for this disaster. The State or Indian tribal government agrees that debris removal from public and private property will not occur until the landowner signs an unconditional authorization for the removal of debris.

**Request for Direct Federal Assistance**

I do not request direct Federal assistance at this time.

I request direct Federal assistance for work and services to save lives and protect property, and:

a. I request the following type(s) of assistance:

b. List of reasons why State and local or Indian tribal government cannot perform, or contract for, required work and services.

c. In accordance with 44 C.F.R. § 206.208, the State or Indian tribal government agrees that it will, with respect to direct Federal assistance: (1) Provide without cost to the United States all lands, easements, and rights-of-ways necessary to accomplish the approved work; (2) Hold and save the United States free from damages due to the requested work, and shall indemnify the Federal Government against any claims arising from such work; (3) Provide reimbursement to FEMA for the non-Federal share of the cost of such work in accordance with the provisions of the FEMA-State or FEMA-Tribe Agreement ; and (4) Assist the performing Federal agency in all support and local jurisdictional matters.

**Request for Snow Assistance**

N/A     I request snow assistance.

Snow assistance for the following jurisdictions (Specify counties, independent cities or tribes and/or tribal areas).

Please see **Enclosure D: Historic and Current Snowfall Data** for additional information in support of this request\*.

\*Not Required for Emergency Declaration Request

11. Programs and Areas Requested (Continued)

Hazard Mitigation\*  Statewide

OR

For the following specific counties, parishes, independent cities or tribes and/or tribal areas:

12. Mitigation Plan Information\*

a. Mitigation Plan Expiration Date \_\_\_\_\_ b. Type of Plan  Enhanced  Standard

13. Other Federal Agency Programs

I do not anticipate requirements from Other Federal Agencies  I do anticipate requirements from Other Federal Agencies

Please see **Enclosure C**: Requirements for Other Federal Agency Programs for additional information in support of this request\*.

14. Findings and Certifications

I certify the following:

a. I have determined that this incident is of such severity and magnitude that effective response is beyond the capabilities of the State and the affected local government or Indian tribal government and that supplementary federal assistance is necessary.

b. In response to this incident, I have taken appropriate action under State or tribal law and have directed the execution of the State or Tribal Emergency Plan on \_\_\_\_\_ in accordance with the Stafford Act.

c. The State and local governments, or Indian tribal government will assume all applicable non-Federal share of costs required by the Stafford Act.

15. List of Enclosures and Supporting Documentation

- Cover Letter
- Enclosure A (Individual Assistance)\*
- Enclosure B (Public Assistance)\*
- Enclosure C (Requirements for Other Federal Agency Programs)
- Enclosure D (Historic and Current Snowfall Data)
- Additional Supporting Documentation \_\_\_\_\_



\_\_\_\_\_  
Governor's or Tribal Chief Executive's Signature

\_\_\_\_\_  
Date

If anyone except the Governor or Tribal Chief Executive signs this document, please provide the documentation that establishes that this individual has the legal authority to act on behalf of the Governor or Tribal Chief Executive.

\*Not Required for Emergency Declaration Request

# B

## Incident Command System Forms

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## Appendix B. Incident Command System Forms

**Index of Incident Command System (ICS) Forms**

The following ICS forms are included in this appendix.

| <b>ICS Form No.</b> | <b>Form Title</b>                     |
|---------------------|---------------------------------------|
| ICS Form 201        | Incident Briefing                     |
| ICS Form 202        | Incident Objectives                   |
| ICS Form 203        | Organization Assignment List          |
| ICS Form 204        | Assignment List                       |
| ICS Form 205        | Incident Radio Communications Plan    |
| ICS Form 205a       | Communications List                   |
| ICS Form 206        | Medical Plan                          |
| ICS Form 207        | Incident Organizational Chart         |
| ICS Form 208        | Safety Message/Plan                   |
| ICS Form 209        | Incident Status Summary               |
| ICS Form 210        | Resource Status Change                |
| ICS Form 211        | Incident Check-in List                |
| ICS Form 213        | General Message                       |
| ICS Form 214        | Activity Log                          |
| ICS Form 215        | Operational Planning Worksheet        |
| ICS Form 215a       | Incident Action Plan Safety Analysis  |
| ICS Form 218        | Support Vehicle/Equipment Inventory   |
| ICS Form 219        | Resource Status Card (T-Card)         |
| ICS Form 220        | Air Operations Summary                |
| ICS Form 221        | Demobilization Plan                   |
| ICS Form 225        | Incident Personnel Performance Rating |

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# C

## **Emergency Operations Center Position Checklists**



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Appendix C. Emergency Operations Center Position Checklists

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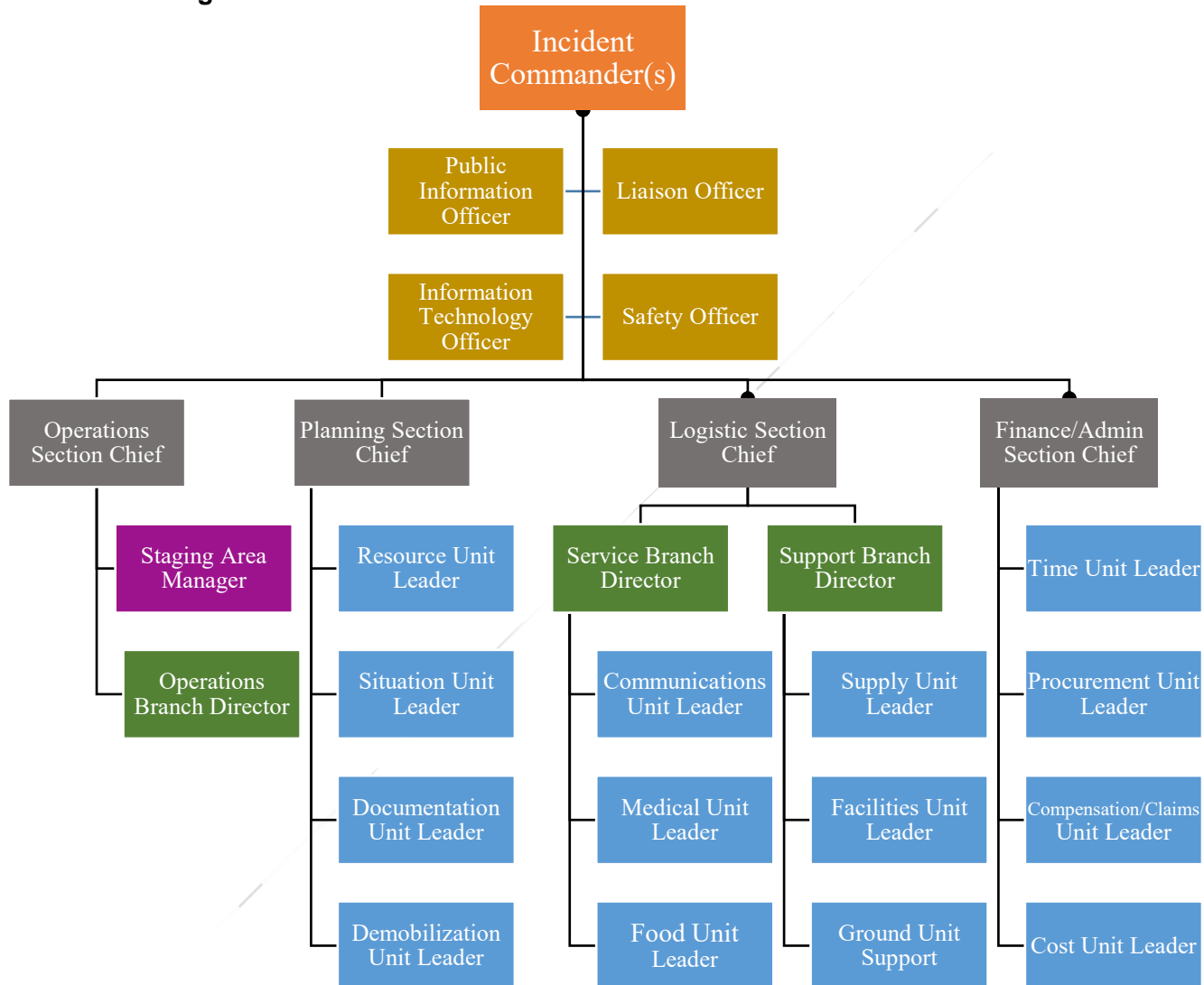
**Appendix C. Emergency Operations Center Position Checklists****Index of EOC Position Checklists**

The following checklists are included in this appendix.

1. Air Operations Branch Director
2. Communication Unit Leader
3. Compensation/Claims Unit Leader
4. Cost Unit Leader
5. Demobilization Unit Leader
6. Division-Group Supervisor
7. Documentation Unit Leader
8. Facilities Unit Leader
9. Finance – Administration Section Chief
10. Food Unit Leader
11. Ground Support Unit Leader
12. Incident Commander
13. Liaison Officer
14. Logistics Section Chief
15. Medical Unit Leader
16. Operations Branch Director
17. Operations Section Chief
18. Planning Section Chief
19. Procurement Unit Leader
20. Public Information Officer
21. Resources Unit Leader
22. Safety Officer
23. Service Branch Director
24. Situation Unit Leader
25. Staging Area Manager
26. Strike Team-Task Force Leader
27. Supply Unit Leader
28. Support Branch Director
29. Technical Specialist
30. Time Unit Leader

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



# D

## Mutual Aid Agreements

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## Appendix D. Mutual Aid Agreements

## Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the Coquille Indian Tribe. **Copies of these mutual aid agreements can be found in the Tribal Administration Office.**

- Coos County Sheriff MOA
- Charleston Rural Fire Department MOA
- Coos Forest Protection MOA
- City of North Bend MOA
- Oregon State Mutual Aid Agreement for Law Enforcement

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**E**

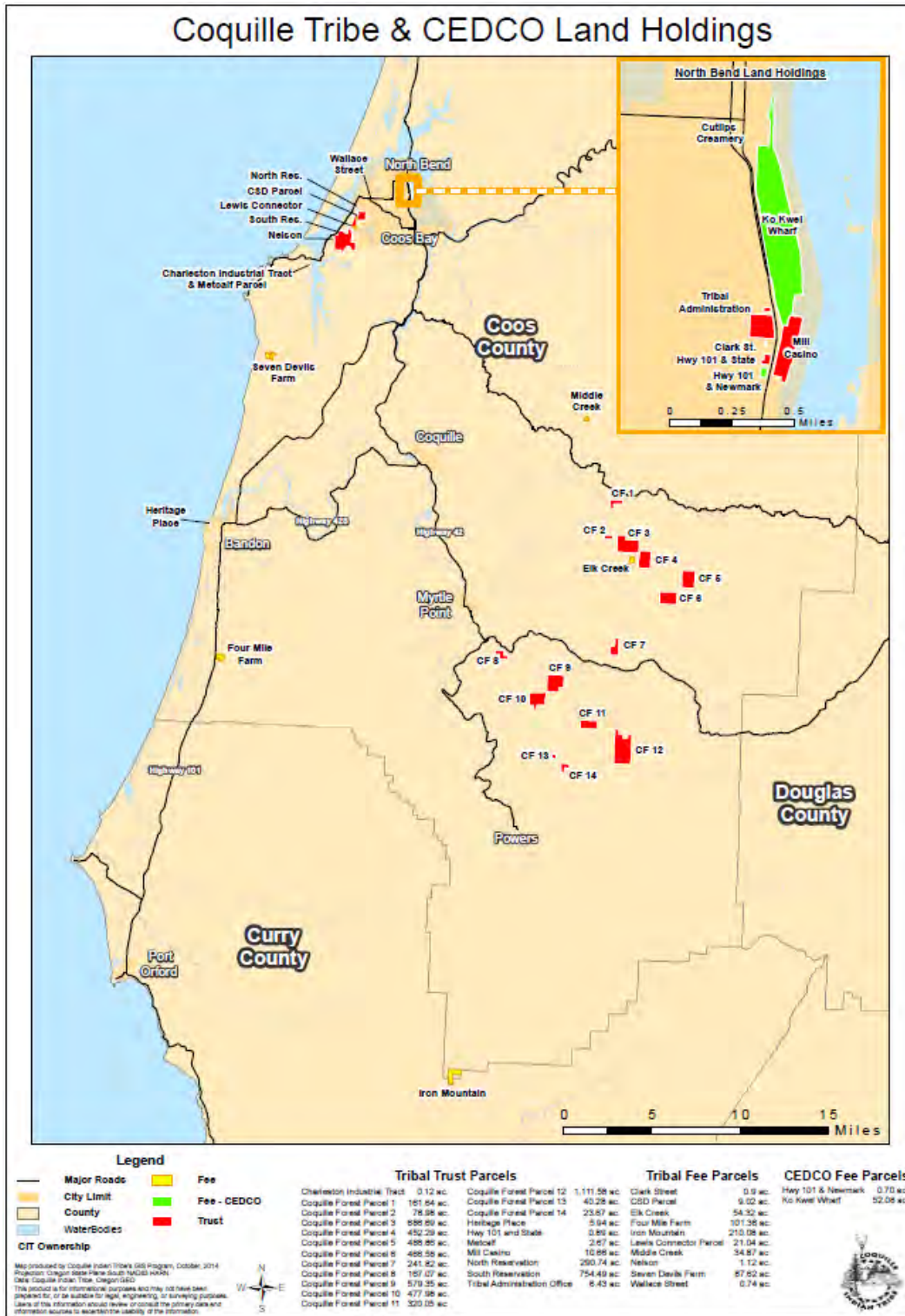
**Maps**



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# F

## References

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## Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010.  
([http://www.fema.gov/pdf/about/divisions/npd/CPG\\_101\\_V2.pdf](http://www.fema.gov/pdf/about/divisions/npd/CPG_101_V2.pdf))
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1998.  
(<http://www.fema.gov/plan/prevent/damfailure/fema64.shtm>)
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003.  
([http://www.dhs.gov/xabout/laws/gc\\_1214592333605.shtm](http://www.dhs.gov/xabout/laws/gc_1214592333605.shtm))
- National Incident Management System, 2008.  
([http://www.fema.gov/pdf/emergency/nims/NIMS\\_core.pdf](http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf))
- National Response Framework, 2008.  
(<http://www.fema.gov/emergency/nrf/>)
- Public Law 78-240, as amended. Public Health Service Act.  
(<http://www.fda.gov/regulatoryinformation/legislation/ucm148717.htm>)
- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973. (<http://www.fdic.gov/regulations/laws/rules/6500-3600.html>)
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.  
(<http://www.fema.gov/about/stafact.shtm>)
- Public Law 109-295, Post-Katrina Emergency Management Reform Act of 2006. (<http://www.gpo.gov/fdsys/pkg/PLAW-109publ295/pdf/PLAW-109publ295.pdf>).
- Public Law 113-2, Sandy Recovery Improvement Act.  
(<https://www.fema.gov/about-agency/sandy-recovery-improvement-act-2013>)
- The Code of Federal Regulations (CFR), Title 44, Part 206.  
(<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=58d3c66822cc6df274ab5bb11faa77ff&rgn=div5&view=text&node=44:1.0.1.4.57&idno=44>)



## Appendix F. References

**State**

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011.  
([http://www.oregon.gov/OSP/SFM/Oregon\\_Mob\\_Plan.shtml](http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml))
- Office of Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2010.  
([http://www.oregon.gov/OMD/OEM/docs/library/decl\\_guide\\_Nov\\_2010.pdf?ga=t](http://www.oregon.gov/OMD/OEM/docs/library/decl_guide_Nov_2010.pdf?ga=t))
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (<http://www.leg.state.or.us/ors/>)

**Coquille Indian Tribe**

- Coquille Restoration Act (25 USC 715)
- Tribal Constitution and By-Laws
- Coquille Indian Tribe Hazard Mitigation Plan, January 2007
- Coquille Indian Tribe Hazard Risk Assessment
- Coquille Indian Tribe Wetland Management Plan for Tribal Trust Lands, 2014-2018, January 2013
- Climate Change and the Coquille Indian Tribe: Planning for the effects of climate change and reducing greenhouse gas emissions, October 2010
- Coquille Indian Tribe Resolution CY 1015: Approval of Tribal Inter-Entity Memorandum of Agreement Creating a Media Working Group
- Mutual Aid Agreements

**Other**

- All other Public Laws or Executive Orders enacted or to be enacted which pertain to emergencies/disasters.

**G**

## **Acronyms and Glossary**

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## Appendix G. Acronyms and Glossary

**Acronyms**

|       |  |
|-------|--|
| ARC   | American Red Cross   |
| BCC   | Board of County Commissioners                              |
| CBRNE | chemical, biological, radiological, nuclear, and explosive |
| CEDCO | Coquille Economic Development Corporation                  |
| COG   | Continuity of Government                                   |
| COOP  | Continuity of Operations Plan                              |
| ECC   | Oregon Emergency Coordination Center                       |
| EMAC  | Emergency Management Assistance Compact                    |
| EMO   | Emergency Management Organization                          |
| EMP   | Emergency Management Plan                                  |
| EMP   | State of Oregon Emergency Management Plan                  |
| EMS   | Emergency Medical Services                                 |
| EOC   | Emergency Operations Center                                |
| EOP   | Emergency Operations Plan                                  |
| ESF   | Emergency Support Function                                 |
| FA    | Functional Annex   |
| FAA   | Federal Aviation Administration                            |
| FDRC  | Federal Disaster Recovery Coordinator                      |
| FEMA  | Federal Emergency Management Agency                        |
| HMGP  | Hazard Mitigation Grant Program                            |
| HSPD  | Homeland Security Presidential Directive                   |
| IA    | Incident Annex   |
| IAP   | Incident Action Plan                                       |
| ICS   | Incident Command System                                    |
| MAA   | mutual aid agreement                                       |
| MAC   | Multi-Agency Coordination                                  |
| NDRF  | National Disaster Recovery Framework                       |
| NGO   | nongovernmental organization                               |
| NIMS  | National Incident Management System                        |
| NRF   | National Response Framework                                |
| NTSB  | National Transportation Safety Board                       |

Appendix G. Acronyms and Glossary

|       |   |
|-------|---|
| OEM   | Office of Emergency Management                  |
| OERS  | Oregon Emergency Response System                |
| ORS   | Oregon Revised Statutes                         |
| OTFC  | Oregon TITAN Fusion Center                      |
| PIO   | Public Information Officer                      |
| SA    | Support Annex                                   |
| TDRC  | Tribal Disaster Recovery Coordinator            |
| TITAN | Terrorism Information Threat Assessment Network |
| UC    | Unified Command                                 |
| WMD   | Weapons of Mass Destruction                     |

## Appendix G. Acronyms and Glossary

## Glossary of Key Terms

**Actual Event:** A disaster (natural or man-made) that has warranted action to protect life, property, environment, public health or safety. Natural disasters include earthquakes, hurricanes, tornadoes, floods, etc.; man-made (either intentional or accidental) incidents can include chemical spills, terrorist attacks, explosives, biological attacks, etc.

**After Action Report:** The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

**Agency Representative:** A person assigned by a primary, assisting, or cooperating State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

**Agency:** A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

**All Hazards:** Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

**Area Command (Unified Area Command):** An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

**Assessment:** The evaluation and interpretation of measurements and other information to provide a basis for decision making.

**Assignments:** Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

**Assistant:** Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

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**Appendix G. Acronyms and Glossary**

**Assisting Agency:** An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also Supporting Agency.

**Audit:** formal examination of an organization's or individual's accounts; a methodical examination and review.

**Available Resources:** Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

**Available Training Facilities:** Available facilities refers to locations that are readily and immediately available to be utilized for NIMS training.

**Branch:** The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

**Chain-of-Command:** A series of command, control, executive, or management positions in hierarchical order of authority.

**Check-In:** The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

**Chief:** The ICS title for individuals responsible for managing the following functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

**Command Staff:** In an incident management organization, the Command Staff consists of the Incident Commander; the special staff positions of Public Information Officer, Safety Officer, Liaison Officer; and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

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

**Committed Activities:** Actions that an individual or an agency/department have agreed to see through until completion.

**Common Communications Plan:** An interoperable communications plan designed to be utilized for multi-agency and multi-jurisdictional incident management operations. All entities involved in managing the incident will utilize common terminology, prescribed by the NIMS, for communications.

**Common Operating Picture:** A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

**Appendix G. Acronyms and Glossary**

**Communications Unit:** An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

**Constraints/Impediments** Limitations or restrictions in conducting NIMS activities. The following list defines the constraints/impediments:

**Education:** The knowledge or skill obtained or developed by a learning process.

**Equipment:** Instrumentality needed for an undertaking or to perform a service including its associated supplies. Equipment can range from small personal items such as search and rescue gear (flashlights, dusk masks, etc.) to large-scale multi-jurisdictional systems (radio repeater systems, computer networks, etc.).

**Exercise:** Opportunity provided to demonstrate, evaluate, and improve the combined capability and interoperability of elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Federal Standards:** Common rules, conditions, guidelines or characteristics, established by the Federal Government.

**Funding:** Sources of revenue that are allocated or can be allocated (pre-designated emergency funds) to support preparedness initiatives.

**Organization:** Individual teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Personnel:** Paid and volunteer staff who meet required qualification and certification standards necessary to perform assigned missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)

**Plans:** Documents such as procedures, mutual aid agreements, strategies, and other publications that may describe some of the following: governance, management, standard operating procedures, technology, and activities in support of defined missions and tasks. (<http://www.mwcog.org/uploads/committee-documents/tVtYVlk20051031174251.doc>)



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**Appendix G. Acronyms and Glossary**

**Policy:** A course of action, guidance, or principle intended to influence and guide decisions, actions, and other matters.

**Training:** Specialized instruction and practice to improve performance and lead to task proficiency.

**Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

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

**Corrective Action Plan:** A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

**Corrective Action:** Improved procedures that are based on lessons learned from actual incidents or from training and exercises.

**Critical Infrastructure:** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

**Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

**Director:** Title assigned to someone leading a Branch in ICS.

**Disciplines:** A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HazMat, EMS).

**Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

**Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

**Emergency Incident:** An urgent need for assistance or relief as a result of an action that will likely lead to grave consequences.

**Emergency Management Assistance Compact:** The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to

**Appendix G. Acronyms and Glossary**

assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

**Emergency Operations Centers:** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, Tribal, regional, County, City, tribal), or some combination thereof.

**Emergency Operations Plan:** The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

**Emergency Response Provider:** Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

**Emergency:** Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

**Entry-level First Responder:** Entry-level first responders are defined as any responders who are not a supervisor or manager.

**Equipment Acquisition:** The process of obtaining resources to support operational needs.

**Equipment:** The set of articles or physical resources necessary to perform or complete a task.

**Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

**Evaluation:** The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

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**Appendix G. Acronyms and Glossary**

**Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

**Exercise:** Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

**Federal Preparedness Funding:** Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams that directly or indirectly support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

**Federal:** Of or pertaining to the Federal Government of the United States of America.

**Flexibility:** A principle of the NIMS that provides a consistent, flexible, and adjustable national framework within which government and private entities at all levels can work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This flexibility applies across all phases of incident management: prevention, preparedness, response, recovery, and mitigation. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**Framework:** A conceptual structure that supports or contains set of systems and/or practices.

**Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term “function” is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

**Funding:** Financial resources available to assist in achievement of tasks associated with NIMS implementation.

**General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

**Grantee:** A person/group that has had monies formally bestowed or transferred.

**Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups,

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**Appendix G. Acronyms and Glossary**

when activated, are located between branches and resources in the Operations Section (See Division).

**Hazard:** Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

**Homeland Security Exercise and Evaluation Program:** A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. HSEEP also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at <http://www.hseep.dhs.gov>.

**Improvement Plan:** The After Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The Improvement Plan outlines the actions that the exercising jurisdiction(s) plans to take to address recommendations contained in the After Action Report.

**Incident Action Plan:** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. For additional information, please see the NIMS document, page 96.

**Incident Command Post:** The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

**Incident Command System:** A standardized on-scene emergency management system which provides for the adoption of an integrated organizational structure. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. For additional information please refer to the NIMS document, page 14 at [http://www.fema.gov/pdf/emergency/nims/nims\\_doc\\_full.pdf](http://www.fema.gov/pdf/emergency/nims/nims_doc_full.pdf).

**Incident Commander:** The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**Incident Management Team:** The IC and appropriate Command and General Staff personnel assigned to an incident.

**Incident Objectives:** Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident

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objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

**Incident:** An occurrence or event, naturally or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

**Incident-Specific Hazards:** Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, earthquake, flood.

**Initial Action:** The actions taken by those responders first to arrive at an incident site.

**Initial Response:** Resources initially committed to an incident.

**Institutionalize ICS:** Government officials, incident managers and emergency response organizations at all jurisdictional levels adopt the Incident Command System (ICS) and launch activities [in FY 2005] that will result in the use of the ICS for all incident response operations. Actions to institutionalize the use of ICS take place at two levels - policy and organizational/operational.

**Intelligence Officer:** The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it reaches those who need it to perform their missions effectively and safely.

**Interagency:** An organization or committee comprised of multiple agencies.

**Interoperability & Compatibility:** A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved through the use of such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

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**Interstate:** A region comprised of multiple states.

**Intrastate:** A region within a single state.

**Inventory:** An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

**Joint Information Center:** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the Joint Information Center.

**Joint Information System:** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**Jurisdiction:** A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

**Lessons Learned:** Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit <https://www.llis.dhs.gov/>

**Leverage:** Investing with borrowed money as a way to amplify potential gains.

**Liaison Officer:** A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

**Liaison:** A form of communication for establishing and maintaining mutual understanding and cooperation.

**Local Government:** A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).



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**Logistics Section:** The section responsible for providing facilities, services, and material support for the incident.

**Logistics:** Providing resources and other services to support incident management.

**Major Disaster:** As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

**Management by Objective:** A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

**Measure:** A determination of a jurisdiction's specific level of NIMS compliance, evaluated according to that jurisdiction's responses to the NIMS metrics that have been established by the NIMS Integration Center (NIC).

**Metric:** Metrics are measurements in the form of questions that were derived from NIMS implementations activities. These metrics were separated into two categories; tier 1 and tier 2.

**Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

**Mobilization:** The process and procedures used by all organizations—state, local, and tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

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**Multiagency Coordination Entity:** A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

**Multiagency Coordination Systems:** A Multi-Agency Coordination System is a combination of facilities, equipment, personnel, procedures, and communications integrated into a common system with responsibility for coordinating and supporting domestic incident management activities (NIMS, 33).

**Multi-jurisdictional Incident:** An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

**Mutual-Aid Agreement:** Written agreement between agencies, organizations, and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner. For additional information on mutual aid, please visit <http://www.fema.gov/emergency/nims/rm/ma.shtm>.

**National Disaster Medical System:** A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

**National Incident Management System:** A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

**National Integration Center:** Provides strategic direction for and oversight of the National Incident Management System. Supports routine maintenance and the continuous refinement of the system and its components over the long term.

**National Response Framework:** A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing



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incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

**National:** Of a nationwide character, including the State, local, and tribal aspects of governance and policy.

**NIMS Adoption:** The establishment of a legal authority (e.g. executive order, proclamation, resolution, legislation, or other legal mandate) that requires all departments and agencies operating within the jurisdiction to use NIMS principles and methodologies in their all-hazards incident management system.

**NIMS Baseline:** An initial assessment of NIMS compliance conducted in 2005 and/or 2006 by participating jurisdictions at State, Territorial, local, and tribal levels.

**NIMS Compliance Assistance Tool:** The NIMS Compliance Assistance Tool will be a self-assessment instrument for State, territorial, tribal, local, private sector, and non-governmental organizations to evaluate and report their jurisdiction's achievement of all NIMS implementation activities.

**NIMS Promotion and Encouragement:** Activities such as meetings (e.g., conferences, working groups, etc.), mailings (e.g., newsletters, letters, etc.), email, or other established methods (e.g., broadcast media).

**NIMS Standard Curriculum:** A curriculum designed to provide training on the NIMS. This curriculum will be built around available federal training opportunities and course offerings that support NIMS implementation. The curriculum also will serve to clarify training that is necessary for NIMS-compliance and streamline the training approval process for courses recognized by the curriculum. Initially, the curriculum will be made up of NIMS awareness training and training to support the Incident Command System (ICS). Eventually it will expand to include all NIMS training requirements including training established to meet national credentialing standards.

(<http://www.fema.gov/pdf/emergency/nims/nsctd.pdf>)

**Non-Governmental Organization:** An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the American Red Cross.

**No-Notice Events:** An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

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**Operational Period:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

**Operations Section:** The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

**Personnel Accountability:** The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

**Plain Language:** Common terms and definitions that can be understood by individuals from all responder disciplines. The intent of plain language is to ensure the clear and accurate communication of information during an incident. For additional information, refer to [http://www.fema.gov/pdf/emergency/nims/plain\\_lang.pdf](http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf).

**Planning Meeting:** A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the IAP.

**Planning Section:** Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

**Planning:** A method to developing objectives to be accomplished and incorporated into an EOP.

**Preparedness Assistance Funding Streams:** Funds made available by Federal Departments and agencies to support State, local, and tribal entities to prepare for, respond to, and manage the consequences of an all-hazards incident. Allocation of preparedness funding is stipulated in a grant or guidelines of a particular program. Monies can be used toward equipment acquisition, planning, operations, training, management and administration, exercises, and mitigation against all hazards.

**Preparedness Organizations:** The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

**Preparedness:** The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous

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process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

**Preplanned Event:** A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

**Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

**Principle Coordinator:** The position designated by the State Administrative Agency (SAA) primarily responsible for coordination of all NIMS-related directives. This includes dissemination and collection of information and monitoring and reporting on compliance activities.

**Private Sector:** Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

**Processes:** Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

**Public Information Officer (PIO):** A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

**Public Information Systems:** The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

**Publications Management:** The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that

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all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

**Qualification and Certification:** This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

**Reception Area:** This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

**Recovery Plan:** A plan developed by a state, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

**Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

**Resource Management:** Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

**Resource Typing Standard:** Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

**Resource Typing:** Resource typing is the categorization of resources that are commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster. For additional information, please visit <http://www.fema.gov/emergency/nims/rm/rt.shtm> .

**Resources Unit:** Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

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**Resources:** Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

**Response Asset Inventory:** An inventory of the jurisdiction's resources that have been identified and typed according to NIMS Resource Typing Standards. Development of a Response Asset Inventory requires resource typing of equipment, personnel, and supplies identified in the inventories of State resources.

**Response Assets:** Resources that include equipment, personnel and supplies that are used in activities that address the effect of an incident.

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

**Safety Officer:** A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

**Scalability:** The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

**Section:** The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

**Self-certification:** Attest as being true or as meeting a standard based on an agency's or department's own evaluation of itself.

**Span of Control:** The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

**Staging Area:** Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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**Standard Equipment List:** A list issued annually to promote interoperability and standardization across the response community at the local, state, and federal levels by offering a standard reference and a common set of terminology. It is provided to the responder community by the InterAgency Board for Equipment Standardization and Interoperability (IAB). The SEL contains a list of generic equipment recommended by the IAB to organizations in preparing for and responding to all-hazards.

**Standard Operating Procedures:** A complete reference document that details the procedures for performing a single function or a number of independent functions.

**Standardization:** A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

**Standardized Terminology:** Commonly accepted language that is consistent with policies, plans, or procedures in the NIMS and NRF to facilitate multi-agency, multi-disciplinary or multi-jurisdictional communications during an incident.

**State:** When capitalized, refers to the governing body of Oregon.

**Strategic:** Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

**Strategy:** Plans, policies and procedures for how the jurisdiction will achieve NIMS Implementation, or the general direction selected to accomplish incident objectives set by the IC.

**Strike Team:** A set number of resources of the same kind and type that have an established minimum number of personnel.

**Supporting Technologies:** Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.



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**Task Force:** Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

**Technical Assistance:** Support provided to state, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile home park design and hazardous material assessments).

**Territory:** A geographical area belonging to or under the jurisdiction of a governmental authority; a part of the United States (U.S.) not included within any State but organized with a separate legislature.

**Terrorism:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

**Threat:** An indication of possible violence, harm, or danger.

**Tools:** Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

**Training Curriculum:** A course or set of courses designed to teach personnel specific processes, concepts, or task-oriented skills.

**Training:** Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

**Tribal:** Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

**Type:** A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

**Unified Area Command:** A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional (See Area Command).

**Unified Command:** An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions.

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Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

**Unit:** The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

**Unity of Command:** The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

**Volunteer:** For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Source:** <https://nimcast.fema.gov/nimscast/index.jsp>



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# **Emergency Support Function Annexes**



# **Incident Annexes**

