

# ANNEX

## RESOURCE MANAGEMENT

### I. PURPOSE

The purpose of this annex is to describe the means, organization, and process by which Washington County will find, obtain, allocate, and distribute resources to satisfy needs that are generated by an emergency or disaster.

### II. SITUATION AND ASSUMPTIONS

#### A. Situation

Washington County is subject to a number of emergency or disaster circumstances that could occur locally or be part of a regional or national crisis. Floods, severe winter storms, earthquakes, and other natural and technological disasters have the potential for causing shortages of fuel, water, and food, disrupting service delivery, and depleting agency resources.

County government is required by state regulation and policy to be the focal point for resource coordination within the County. The County is expected to maximize use of its resources both in response to its own incidents and in support of local governments within the County. The County must also serve as the originator of all requests for state and federal resource support being sent to the State Office of Emergency Management.

On a daily basis, Washington County's emergency response resources are managed in various ways. The County Sheriff's patrol personnel are dispatched through the Washington County Consolidated Communications Agency (WCCCA) but detectives, special teams, and other personnel are managed directly from the Sheriff's Office. Personnel and equipment from other county departments and divisions (e.g., Land Use and Transportation, Health and Human Services, Fleet, Facilities, etc.) are typically dispatched/managed from within the respective organizations.

A number of automatic aid, mutual aid, cover, cooperative assistance,

and intergovernmental agreements exist between agencies within the County and among agencies both inside and outside the County. These agreements involve most all response disciplines (including law enforcement, fire, public works, and EMS) and typically address resource sharing in both day-to-day and crisis operations.

The Oregon State Fire Service Mobilization Plan identifies the Fire Defense Board Chief as the primary broker of fire service resources within each Oregon county. Among other things, the Fire Defense Board Chief is responsible for maintaining fire equipment inventories, developing mutual aid agreements and procedures for the transfer and dispatch of fire fighting equipment and personnel, and coordinating with other fire resource providers.

Although the County EMS Coordinator oversees the activities of a private ambulance service which operates under contract to the County, Washington County government has no innate fire fighting or emergency medical service (EMS) resources. All fire and EMS resources belong to city fire departments, fire protection districts, private ambulance services, or the Oregon Department of Forestry. Fire suppression and fire based EMS resources are dispatched by WCCCA, but other fire and ambulance resources (e.g., fire marshals) are managed from within their respective organizations.

When disaster strikes, the County must have a system in place to most effectively employ available resources; identify, acquire, and distribute additional resources; and coordinate resource support for local governments.

## B. Assumptions

Shortages in Washington County response and recovery resources will occur quickly in any extended or widespread emergency or disaster.

All government agencies will maximize use of their own human, material, and financial resources before requesting assistance from another unit of government.

Mutual aid agreements with neighboring counties or communities will be invoked as needed for localized incidents/disasters.

Use of mutual aid agreements in widespread emergencies/disasters will be minimized to facilitate the allocation of resources to the highest priority incidents by local, Fire Defense Board, county, and state incident

managers.

Any emergency or disaster that generates significant media interest will create a need for the management of donated resources.

Support from state and federal agencies will be available upon request once local resource capacity has been exceeded or when that capacity is near exhaustion.

Private businesses and existing volunteer organizations will be willing and able to assist the community during an emergency or disaster.

Private citizens will volunteer to assist public agencies wherever needed.

Few organizations, businesses, or private households will be able to sustain themselves for the first 72 hours of an emergency or disaster despite the pre-disaster educational efforts of local government.

### **III. CONCEPT OF OPERATIONS**

#### **A. Definitions**

Resource – The term “resource” includes tactical and non-tactical supplies, equipment, and personnel (regardless of their source) and the funds available to respond to and recover from a disaster.

Incident Priorities – Priorities assigned to incidents by WCCCA to guide the dispatch of life safety resources during major emergencies or disasters. Three priorities are utilized for fire and medical incidents and nine priorities are utilized for law enforcement.

#### **B. General**

##### **1. Dispatch Coordination**

During major emergency or disaster operations, emergency service agencies within Washington County may opt to amend their normal (day-to-day) dispatch procedures and priorities. When this occurs, WCCCA will prioritize incidents and dispatch resources accordingly. WCCCA will forward incidents to which no resources are dispatched to the appropriate agency for response. However, all medical incidents will continue to be sent to the contract ambulance provider for prioritization and response.

## 2. Management of County Resources

County resources will be centrally managed from the County EOC. Although tactical control of the county's law enforcement, public works, public health, and aging services resources will be exercised from their respective Department Operations Centers (DOC), strategic employment of all county resources will be coordinated from the County EOC.

## 3. Management of Fire/Rescue Resources

During major emergency or disaster operations, a representative of the County Fire Defense Board will operate from the County EOC as necessary to allocate fire/rescue resources throughout the County and to coordinate the acquisition of additional resources from neighboring counties or the Oregon State Fire Marshal (as appropriate).

Specific details regarding the management of fire/rescue resources in Washington County are contained in the Fire Resource Management Plan adopted by the Washington County Fire Defense Board and in the Washington County Fire Resource Management Annex to this plan.

## 4. Management of Ambulance Resources

When the need for emergency ambulance service within the County exceeds the availability of ambulances, the contract ambulance service provider may contact other ambulance service providers from neighboring counties for response into Washington County. If insufficient ambulance resources are available from neighboring counties, the County EMS Coordinator will be activated to assist with the acquisition of additional resources.

Specific details regarding the management of ambulance resources in Washington County are contained in the Washington County EMS Resource Management Annex to this plan.

## 5. County Support to Cities and Special Districts

The County EOC will coordinate resource support for local government agencies within the County. Whenever the resources of local government are exhausted (or nearly so), the County EOC

may identify county resources to provide support, locate another resource provider within the County to provide assistance, or, as noted below, seek support from the State or the Federal Government. The County is not obligated to expend its own funds for materials or services for local government agencies that have their own budgets/revenue sources.

6. **Coordination with the State**  
Except where state or federal agencies have authority to respond directly to local government needs/requests (e.g., military commanders supporting search and rescue activities), all requests for state or federal resource support will originate from or be forwarded through the County EOC. As noted above, requests for state assistance with fire/rescue and ambulance resources will originate from the County Fire Defense Board Chief and County EMS Coordinator respectively.

7. **Coordination with Other Organizations/Agencies**

The County EOC will serve as the primary point of contact with and liaison to other organizations/agencies that have resources working in multiple jurisdictions during response and recovery operations. Some examples include the American Red Cross, Verizon, Northwest Natural, PGE, and the Oregon National Guard.

8. **Management of Convergent Volunteers and Donated Goods**

Strategies for the management of convergent volunteer resources and donated goods are addressed in separate annexes to this plan.

## C. Phases of Emergency Management

1. **Response**
  - a. Establish priorities and allocate existing resources
  - b. Identify and request additional resources
  - c. Coordinate resource delivery and support
  - d. Establish resource staging, distribution, and/or management centers as necessary

- e. Coordinate resource management activities with resource requesters, users, and providers
  - f. Release/demobilize unnecessary resources
2. Recovery
- a. Assess impact of response operations on assigned resources and identify repair, maintenance, and replenishment needs
  - b. Release/demobilize unnecessary resources
  - c. Establish priorities and allocate available resources
  - d. Identify and request additional recovery resources
  - e. Coordinate resource delivery and support
  - f. Coordinate resource management activities with resource requesters, users, and providers

#### **IV. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES**

##### **A. General**

County resources will be managed by the Incident Commander and EOC staff whenever the County EOC is activated for emergencies or disasters. The County EOC will provide strategic direction for all county resources and will provide tactical direction to resources not assigned to the Department of Land Use and Transportation, the Department of Disability Aging and Veterans Services, the Department of Health and Human Services, and the Sheriff's Office. Resources from those elements of county government will be tactically managed by their respective DOCs. The County EOC will also serve as the clearinghouse for resource requests from local government agencies, coordinate with other responding organizations, and arrange for state and federal resource support if warranted.

##### **B. Task Assignments**

###### **1. Policy Group**

- a. Formulate strategic resource management goals in

coordination with the Board of County Commissioners.

- b. Discuss resource management issues with elected officials and/or senior managers from jurisdictions throughout the County.
- c. Provide strategic resource management guidance to the Incident Commander.
- d. Assist the Incident Commander with resolution of significant resources management issues.

2. County EOC Staff

- a. Formulate and implement strategic resource management goals for all county resources assigned to the incident (Incident Commander, Command Staff, and General Staff)
- b. Develop and implement tactical resource management objectives for assigned county resources not under the direct control of a Department Operations Center (Incident Commander, Ops Section Chief, and Planning Section Chief).
- c. Monitor the resource status situation of all county departments and other impacted jurisdictions within the County (Planning Section Chief, Ops Section Chief).
- d. Coordinate resource support for all county departments and for other impacted jurisdictions in the County (Logistics Section Chief, Ops Section Chief, and Planning Section Chief).
- e. Coordinate strategic and tactical resource management actions with other responding organizations such as the American Red Cross, Verizon, Northwest Natural, PGE, and the Oregon National Guard, (Liaison Officer, Incident Commander, and Operations Section Chief).
- f. Track county resource costs (Finance Section Chief).

3. County DOC Staff (Sheriff's Office, Department of Land Use and Transportation, Department of Health and Human Services and Department of Disability, Aging and Veterans Services)

- a. Provide input into the formulation of strategic resource management goals for department/office resources assigned to the incident (Incident Commander, Command Staff, and General Staff)
  - b. Develop and implement tactical resource management objectives for department/office resources (Incident Commander, Ops Section Chief, and Planning Section Chief).
  - c. Track the status of all department/office resources assigned to the incident (Planning Section Chief, Ops Section Chief).
  - d. Request resource support from the County EOC (Logistics Section Chief, Ops Section Chief)
  - e. Respond to resource requests from the County EOC (Logistics Section Chief, Ops Section Chief, and Planning Section Chief).
  - f. Track department/office resource costs (Finance Section Chief).
4. Department Heads
- a. Serve on the incident-specific Policy Group.
  - b. Provide staff to fill assigned positions in the emergency management organization.
  - c. Effectively manage resources in support of county and local response and recovery activities.
  - d. Provide appropriate/necessary support to resources assigned to incident-related activities.
  - e. Maintain records of emergency expenditures and submit them to the EOC/DOC Finance Section.

## **V. DIRECTION AND CONTROL**

- A. The Board of County Commissioners provides overall guidance for the management of county resources.

- B. In their capacity as the incident-specific Policy Group, the County Administrator and department heads provide strategic direction to the Incident Commander regarding the management of county resources, the availability of funds for resource acquisition, and support to other jurisdictions. They also keep the County Commissioners informed of resource requirements and funding issues. In addition, they are responsible for the continued management of day-to-day activities of county government.
- C. Priorities for the allocation of county resources will be established by the Incident Commander based on input received from the Policy Group and the EOC Command and General Staff.
- D. Tactical control of incident resources assigned to the County Sheriff, the Department of Land Use and Transportation, the Department of Disability, Aging, and Veterans Services, and the Department of Health and Human Services will be exercised from their respective DOCs. Tactical control of other county resources assigned to the incident will be exercised from the County EOC.
- E. The management of donated resources and convergent volunteers may be handed-off to private agencies or citizens if appropriate for the incident.

## **VI. ADMINISTRATION AND SUPPORT**

### **A. Administration**

1. The Documentation Unit in the County EOC will maintain all resource utilization records and cost documentation associated with the incident.
2. The EOC Finance Section Chief will implement emergency resource procurement policies and procedures when necessary for the incident and, if required, will work with the Incident Commander and Policy Group to obtain special procurement authorities from the Board of County Commissioners.

### **B. Support**

1. Department Heads will provide the pre-assigned personnel and equipment necessary to activate the County EOC and Department Operations Centers and will provide such additional resource

support as is requested or directed by the Policy Group and Incident Commander.

2. Department Heads will provide whatever support is requested from the EOC/DOC to the resources they provide for incident activities.

## **VII. ANNEX DEVELOPMENT AND MAINTENANCE**

The Emergency Management Office will maintain this annex in cooperation with all county departments, other jurisdictions within the County, and private resource providers.

## **VIII. REFERENCES**

- A. Washington County Resource Management Cooperative Assistance Agreement dated August 26, 1993
- B. Washington County Consolidated Communications Agency Operations Directive 3.4.9, "Dispatch, Major Emergency Guidelines"
- C. Washington County Fire Defense Board Fire Resource Management Plan dated September 16, 2004