

**City of Rainier
City Council Meeting
June 8, 2026
6 p.m.
Rainier City Hall**

Mayor Jerry Cole called the meeting to order at 6:02 p.m.

Council Present: Mayor Jerry Cole, Scott Cooper, Robert duPlessis, Jeremy Howell, Mike Kreger, Paul Langner, Charleen Ratkie and Denise Watson

Council Absent: None

City Attorney Present: No

City Staff Present: Gregg Griffith, Police Chief; W. Scott Jorgensen, City Administrator; Elisha Shulda, Finance Director

Flag Salute

Mayor's Address—Cole observed a moment of silence for the victims of the Nippon industrial accident that recently took place in Longview. He said that even though he was elected Columbia County Commissioner, he will continue to serve as mayor for the rest of the year and will work to ensure a smooth transition for that position.

Visitor Comments—Councilor Denise Watson read comments into the record that were submitted by Cody Smith. He wants to change the city's charter to allow non-residents to run for council and mayor.

Approval of the Agenda—Cole said he wanted to add Backup Water Supply to the agenda. Council agreed by consensus.

Consider Approval of the Consent Agenda

Consider Approval of the May 4, 2026 Regular Council Meeting Minutes, May 18, 2026 Budget Committee Meeting Minutes and Monthly Financial Statements—Councilor Paul Langner moved to approve the consent agenda. That motion was seconded by Watson. Councilors Scott Cooper, Robert duPlessis, Jeremy Howell, Mike Kreger, Langner, Charleen Ratkie and Watson all voted in favor. None were opposed.

New Business

- a. Public Hearing on 2025-26 Fiscal Year Supplemental Budget Resolution—Cole opened the public hearing at 6:16 p.m. No testimony was given. Cole closed the hearing at 6:17 p.m.
- b. Resolution 26-06-01—Transferring Appropriations for the 2025-26 Fiscal Year—Kreger moved to approve the resolution. That motion was seconded by Cooper. Shulda pointed out that there was a typo in the version of the resolution that was included in the packet, but the version that was in the legal notices was correct. Councilors Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- c. 2026-27 Fiscal Year Budget Hearing—Cole opened the hearing at 6:21 p.m. No testimony was given. Cole closed the hearing at 6:22 p.m.

- d. Resolution 26-06-02—Adoption of the 2026-27 Fiscal Year Budget—Kreger moved to approve the resolution. That motion was seconded by Cooper. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- e. Resolution 26-06-03—Declaring the City’s Election to Receive State Revenues for the Fiscal Year 2026-27—duPlessis moved to approve the resolution. That motion was seconded by Langner. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- f. Resolution 26-06-04—Adopting Residential Sewer Rates—Cooper moved to approve the resolution. That motion was seconded by Langner. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- g. Resolution 26-06-05—Adopting Commercial Sewer Rates—Ratkie moved to approve the resolution. That motion was seconded by Watson. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- h. Resolution 26-06-06—Adopting Residential Sewer Rates for Users Outside of Rainier City—Kreger moved to approve the resolution. That motion was seconded by Ratkie. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- i. Resolution 26-06-07—Setting Sewer Rates for Rightline, Inc., a Business Located Outside the City Limits of Rainier—Cooper moved to approve the resolution. That motion was seconded by Langner. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- j. Resolution 26-06-08—Setting U.S. Gypsum Sewer Rates—Ratkie moved to approve the resolution. That motion was seconded by Watson. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- k. Resolution 26-06-09—Adopting a Stormwater Management Fee—Kreger moved to approve the resolution. That motion was seconded by Howell. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- l. Resolution 26-06-10—Stating Authorized Officers and Signers for the Purpose of Public Funds Banking Accounts—Cooper moved to approve the resolution. That motion was seconded by Ratkie. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- m. Library Services Contract—Ratkie moved to approve the contract. That motion was seconded by duPlessis. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- n. Cowlitz Clean Sweep Contract—City Administrator W. Scott Jorgensen said that there is no contract currently in place. Cole suggested that Public Works Director Russ Reigel be listed as the City’s contact on the contract. Council agreed by consensus. Langner moved to approve the contract. That motion was seconded by Cooper. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- o. Delta Operations Water Services Contract—Kreger said he had concerns about the costs listed for time, mileage and per diem. He and Jorgensen will get together and negotiate those provisions with Delta. Council agreed by consensus to table this matter to the next meeting.
- p. Award Bid for River Water Supply Pump—Kreger moved to approve the \$26,321.26 bid that was put forth by Industrial Service Solutions and recommended by Reigel. That motion was seconded by Cooper. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.
- q. Revenue Committee Recommendations—Langner said the committee recommended that the boat launch fee be increased from \$5 to \$10 in order to better cover the costs of maintaining the facilities. The committee also recommended a five percent increase in the water base charge to maintain the solvency of the City’s Water Fund. Cooper moved to

adopt that five percent increase in the water base charge. That motion was seconded by Watson. Cooper, Howell, Langner, Ratkie and Watson all voted in favor. duPlessis and Kreger were opposed. Langner moved to increase the boat launch fee to \$100 per year for residents of the 97048 zip code and \$140 per year for non-residents, effective July 1. That motion was seconded by Kreger. Cooper, duPlessis, Howell, Kreger, Langner, Ratkie and Watson all voted in favor. None were opposed.

- r. Rainier School Bond—Langner said there will probably be a bond proposed next spring by the Rainier School District. The District will want the council’s support. The District has not had any bonds over the last 50 years and much deferred maintenance at its facilities.
- s. Backup Water Supply—Cooper said back when he was on council in 2010, that body decided to get a backup water supply going. Reigel said the pipe from the dam to the water plant is good. Cole said there was a new line added less than 10 years ago. The City used to get its water from a combination of the creek and the river. But some lines got cut at some point. There’s a new line that’s never been used. He would like to see a gravity fed hydrant in order to help protect the watershed. Reigel said that regulations are different than they were 20 years ago. Jorgensen asked if there was any willingness to explore wells as a possible source of backup water. Cooper suggested that a committee be formed to examine the issue further. Cole said it can consist of himself, duPlessis and Cooper.

6. Unfinished Business

- a. Wastewater Plant MAO

7. Reports—Watson apologized for any possible confusion over the REDCO succession plan she was proposing. Jorgensen said he attended a League of Oregon Cities meeting in Manzanita, the Mayor’s Prayer Breakfast and a breakfast event for the Columbia Business Alliance. Ribbon cutting ceremonies were held for the small business library and conference room at city hall and Handsome and Sons. He worked with Melanie Olson of Business Oregon and Paul Vogel to nominate the Rainier area for an Opportunity Zone.

8. City Calendar/Announcements—Jorgensen said there will be a REDCO meeting prior to the July council meeting.

Cole adjourned the meeting at 7:50 p.m.

Mayor Jerry Cole

W. Scott Jorgensen, City Administrator

Accounts Payable

Check Detail

User: Elisha
 Printed: 06/24/2026 - 1:04PM



Check Number	Check Date		Amount
020 - Lakeside Industries Line Item Account			
15811	06/10/2026		
Inv	362174		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/23/2026	Street Supplies	60-600-620010	104.28
Inv 362174 Total			104.28
15811 Total:			104.28
15847	06/24/2026		
Inv	364907		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/13/2026	Street Supplies	60-600-620010	105.99
Inv 364907 Total			105.99
15847 Total:			105.99
020 - Lakeside Industries Total:			210.27
022 - Stephen D. Petersen, LLC Line Item Account			
15824	06/10/2026		
Inv	47219		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Atty : Civil	10-060-621016	810.00
Inv 47219 Total			810.00
15824 Total:			810.00
022 - Stephen D. Petersen, LLC Total:			810.00
029 - Quill Corporation Line Item Account			
15857	06/24/2026		
Inv	49163939		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Supplies	30-300-620010	30.20
06/04/2026	Supplies	40-400-620010	30.20

Check Number	Check Date		Amount
06/04/2026	Supplies	60-600-620010	30.22
Inv 49163939 Total			90.62
15857 Total:			90.62
029 - Quill Corporation Total:			90.62
030 - True Value Line Item Account			
15828	06/10/2026		
Inv	May		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/29/2026	Supplies	10-070-620010	8.54
05/29/2026	Supplies	30-300-620010	1.45
05/29/2026	Park	10-090-620010	15.21
Inv May Total			25.20
15828 Total:			25.20
030 - True Value Total:			25.20
035 - Wilcox & Flegel Line Item Account			
15834	06/10/2026		
Inv	CL22632		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	PW Fuel	40-400-620016	46.99
05/31/2026	PW Fuel	30-300-620016	46.99
05/31/2026	PW Fuel	60-600-620016	46.99
Inv CL22632 Total			140.97
15834 Total:			140.97
15835	06/10/2026		
Inv	CL22073		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	PD Fuel	10-100-620012	1,340.02
Inv CL22073 Total			1,340.02
15835 Total:			1,340.02
15862	06/24/2026		
Inv	CL24424		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/15/2026	PW Fuel	30-300-620016	123.05
06/15/2026	PW Fuel	40-400-620016	123.05

Check Number	Check Date		Amount
06/15/2026	PW Fuel	60-600-620016	123.06
Inv CL24424 Total			369.16
15862 Total:			369.16
15863	06/24/2026		
Inv	CL24063		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/15/2026	PD Fuel	10-100-620012	1,233.78
Inv CL24063 Total			1,233.78
15863 Total:			1,233.78
035 - Wilcox & Flegel Total:			3,083.93
043 - Cowlitz Clean Sweep Inc Line Item Account			
15841	06/24/2026		
Inv	1373226		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/09/2026	May Street Sweeping	60-600-620205	1,138.50
Inv 1373226 Total			1,138.50
15841 Total:			1,138.50
043 - Cowlitz Clean Sweep Inc Total:			1,138.50
044 - Columbia River PUD Line Item Account			
15802	06/10/2026		
Inv	168		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Power	30-300-620014	302.40
Inv 168 Total			302.40
Inv	169		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Power	60-600-620014	58.60
Inv 169 Total			58.60
Inv	25017		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Power	40-400-620014	49.99
Inv 25017 Total			49.99

Inv 7500

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Power	60-600-620014	47.34

Inv 7500 Total 47.34

Inv 77473

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Power	40-400-620014	47.72

Inv 77473 Total 47.72

15802 Total: 506.05

044 - Columbia River PUD Total: 506.05

053 - Grainger Line Item Account

15807 06/10/2026

Inv 9932480206

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Marina Supplies	10-090-622506	234.70
05/28/2026	Launch Supplies	10-090-622503	234.71
05/28/2026	Park Supplies	10-090-622504	234.70

Inv 9932480206 Total 704.11

15807 Total: 704.11

053 - Grainger Total: 704.11

057 - Cowlitz River Rigging Inc Line Item Account

15805 06/10/2026

Inv 73162

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/15/2026	Parks Small Tools Trimmer/Saw Chain	10-090-620112	387.17

Inv 73162 Total 387.17

Inv 73165

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/15/2026	Supplies	10-090-620010	154.61

Inv 73165 Total 154.61

15805 Total: 541.78

057 - Cowlitz River Rigging Inc Total: 541.78

078 - Watkins Tractor & Supply Co Line Item Account

15832 06/10/2026

Inv 547864

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	Parks R&M	10-090-622504	103.24

Inv 547864 Total 103.24

Inv 548676

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/05/2026	Parks R&M	10-090-622504	52.10

Inv 548676 Total 52.10

15832 Total: 155.34

078 - Watkins Tractor & Supply Co Total: 155.34

079 - Oregon Teamster Employer Trust Line Item Account 10-000-350013

15817 06/10/2026

Inv

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/09/2026	R3 March Hours	60-600-615003	40.00
06/09/2026	R3 March Hours	40-400-615003	64.60
06/09/2026	R3 March Hours	10-030-615003	7.95
06/09/2026	R3 March Hours	10-070-615003	7.95
06/09/2026	R3 March Hours	10-080-615003	26.50
06/09/2026	R3 March Hours	30-300-615003	63.00
06/09/2026	R3 March Hours	10-100-615003	81.50

Inv Total 291.50

15817 Total: 291.50

079 - Oregon Teamster Employer Trust Total: 291.50

085 - Wilco Line Item Account

15833 06/10/2026

Inv 260808

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/07/2026	WWTP R&M	30-300-622504	181.53

Inv 260808 Total 181.53

15833 Total: 181.53

Check Number	Check Date		Amount
085 - Wilco Total:			181.53
089 - USA Blue Book Line Item Account			
15860	06/24/2026		
Inv	01076793		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/16/2026	WWTP Labs	30-300-620111	158.44
Inv 01076793 Total			158.44
15860 Total:			158.44
089 - USA Blue Book Total:			158.44
097 - Columbia County Treasurer Line Item Account			
15839	06/24/2026		
Inv	COURT		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/12/2026	Jail Fee May	10-080-621005	510.19
Inv COURT Total			510.19
15839 Total:			510.19
097 - Columbia County Treasurer Total:			510.19
1054 - The Automation Group, Inc. Line Item Account			
15859	06/24/2026		
Inv	W17056		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
03/19/2026	WTP R&M	40-400-622504	3,549.00
Inv W17056 Total			3,549.00
15859 Total:			3,549.00
1054 - The Automation Group, Inc. Total:			3,549.00
1119 - Feltons' Heating & Cooling, Inc. Line Item Account			
15806	06/10/2026		
Inv	56569		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/29/2026	WWTP R&M	30-300-622504	439.00
Inv 56569 Total			439.00

Check Number	Check Date		Amount
Inv 56611			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/14/2026	City Hall R&M	10-020-622504	225.00
Inv 56611 Total			225.00
15806 Total:			664.00
15842	06/24/2026		
Inv 56494			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/19/2026	City Hall R&M	10-020-622504	125.00
Inv 56494 Total			125.00
15842 Total:			125.00
1119 - Feltons' Heating & Cooling, Inc. Total:			789.00
132 - Springbrook (C/O Wells Fargo), SBRK Finance Holdings Inc. Line Item Account			
15823	06/10/2026		
Inv 024170			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	Civic Pay	40-400-620010	70.50
05/31/2026	Civic Pay	30-300-620010	70.50
Inv 024170 Total			141.00
15823 Total:			141.00
132 - Springbrook (C/O Wells Fargo), SBRK Finance Holdings Inc. Total:			141.00
152 - Purchase Power Line Item Account			
15856	06/24/2026		
Inv Acct18708750			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/17/2026	Postage	30-300-620010	251.25
06/17/2026	Postage	40-400-620010	251.20
Inv Acct18708750 Total			502.45
15856 Total:			502.45
152 - Purchase Power Total:			502.45
155 - League of Oregon Cities Line Item Account			
15812	06/10/2026		

Check Number	Check Date		Amount
Inv	2026-R28113-19		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
02/02/2026	Councilor Watson Workshop	10-010-621017	75.00
Inv 2026-R28113-19 Total			75.00
15812 Total:			75.00
15848	06/24/2026		
Inv	21101		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/15/2026	PD Supplies/Citations	10-100-620010	874.90
Inv 21101 Total			874.90
15848 Total:			874.90
155 - League of Oregon Cities Total:			949.90
182 - NW Natural Line Item Account			
15852	06/24/2026		
Inv	989961-8		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/09/2026	WTP Powert	40-400-620014	50.28
Inv 989961-8 Total			50.28
15852 Total:			50.28
182 - NW Natural Total:			50.28
2081 - Greer Trucking & Excavation Line Item Account			
15844	06/24/2026		
Inv	12101-25		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
01/18/2026	Storm Water Repairs (2nd attempt to pay, prior ck is void)	60-600-622504	3,100.00
Inv 12101-25 Total			3,100.00
15844 Total:			3,100.00
2081 - Greer Trucking & Excavation Total:			3,100.00
2112 - Peterson Line Item Account			
15854	06/24/2026		

Check Number	Check Date		Amount
Inv	SW290112270		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/06/2026	WWTP Generator Repair- air in fuel system	30-300-622504	495.00
Inv SW290112270 Total			495.00
15854 Total:			495.00
2112 - Peterson Total:			495.00
2113 - Hudson Garbage Service Line Item Account			
15809	06/10/2026		
Inv	16226918S046		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	Park- Little League	10-090-622504	253.04
Inv 16226918S046 Total			253.04
15809 Total:			253.04
2113 - Hudson Garbage Service Total:			253.04
222 - Hamer Electric, Inc Line Item Account			
15845	06/24/2026		
Inv	9319		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/15/2026	Shop R&M/WTP R&M	60-600-622504	480.43
06/15/2026	Shop R&M	30-300-622504	480.43
06/15/2026	Shop R&M/WTP R&M	40-400-622504	880.43
Inv 9319 Total			1,841.29
15845 Total:			1,841.29
222 - Hamer Electric, Inc Total:			1,841.29
2325 - Phillips, Cynthia L. Line Item Account			
15819	06/10/2026		
Inv	June		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/09/2026	Judge- June	10-080-620205	425.00
Inv June Total			425.00
15819 Total:			425.00

2325 - Phillips, Cynthia L. Total:			425.00
---	--	--	--------

3021 - Marlin Business Bank Line Item Account

15850 06/24/2026

Inv 42199168

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/13/2026	Admin Copier Lease	10-010-620101	164.00

Inv 42199168 Total			164.00
--------------------	--	--	--------

15850 Total:			164.00
--------------	--	--	--------

3021 - Marlin Business Bank Total:			164.00
---	--	--	--------

3179 - Lock Doc Line Item Account

15814 06/10/2026

Inv 18288

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/13/2026	WTP Lock Out Control	40-400-622504	80.00

Inv 18288 Total			80.00
-----------------	--	--	-------

15814 Total:			80.00
--------------	--	--	-------

3179 - Lock Doc Total:			80.00
-------------------------------	--	--	-------

3342 - Pacific Power Group, LLC Line Item Account

15818 06/10/2026

Inv 536618

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	WTP Generator Service call- add coolant	40-400-622504	897.37

Inv 536618 Total			897.37
------------------	--	--	--------

15818 Total:			897.37
--------------	--	--	--------

3342 - Pacific Power Group, LLC Total:			897.37
---	--	--	--------

335 - Vancouver Bolt And Supply Inc. Line Item Account

15830 06/10/2026

Inv LO-149122

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/05/2026	Marina R&M	10-090-622506	31.09

Inv LO-149122 Total			31.09
---------------------	--	--	-------

Check Number	Check Date		Amount
15830 Total:			31.09
335 - Vancouver Bolt And Supply Inc. Total:			31.09
3512 - Verizon Line Item Account			
15831	06/10/2026		
Inv	6143274180		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/10/2026	Phone	10-100-620014	407.84
Inv 6143274180 Total			407.84
15831 Total:			407.84
15861	06/24/2026		
Inv	6145771546		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/10/2026	PW Cell Phones/Tablets	30-300-620014	91.91
06/10/2026	PW Cell Phones/Tablets	40-400-620014	91.91
06/10/2026	PW Cell Phones/Tablets	60-600-620014	91.91
Inv 6145771546 Total			275.73
15861 Total:			275.73
3512 - Verizon Total:			683.57
3521 - Cowlitz County Solid Waste Line Item Account			
15804	06/10/2026		
Inv	21187		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	WTP R&M	40-400-622504	231.13
Inv 21187 Total			231.13
15804 Total:			231.13
3521 - Cowlitz County Solid Waste Total:			231.13
3549 - Solenis LLC Line Item Account			
15858	06/24/2026		
Inv	135046400		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
01/09/2026	WWTP Chems	30-300-620111	6,458.66
Inv 135046400 Total			6,458.66

15858 Total: 6,458.66

3549 - Solenis LLC Total: 6,458.66

3644 - More Power Computers, Inc. Line Item Account

15816 06/10/2026

Inv 18388

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	IT Monthly Agreement	50-500-622510	236.58
06/01/2026	IT Monthly Agreement	30-300-622510	574.55
06/01/2026	Server Backup 5/1 to 6/30/26	10-010-622510	202.76
06/01/2026	IT Monthly Agreement	40-400-622510	566.55
06/01/2026	IT Monthly Agreement	60-600-622510	574.55
06/01/2026	IT Monthly Agreement	10-050-622510	473.16
06/01/2026	IT Monthly Agreement	10-100-622510	871.53

Inv 18388 Total 3,499.68

Inv 18389

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	Server Backup 5/1 to 6/30/26	60-600-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	10-070-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	10-050-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	40-400-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	50-500-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	30-300-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	10-010-630128	111.25
06/01/2026	Server Backup 5/1 to 6/30/26	10-100-630128	111.25

Inv 18389 Total 890.00

Inv 18390

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	Office 365 Exchange/Enterprise	40-400-622510	63.54
06/01/2026	Office 365 Exchange/Enterprise	60-600-622510	63.54
06/01/2026	Office 365 Exchange/Enterprise	10-100-622510	119.71
06/01/2026	Office 365 Exchange/Enterprise	50-500-622510	63.54
06/01/2026	Office 365 Exchange/Enterprise	10-010-622510	48.82
06/01/2026	Office 365 Exchange/Enterprise	30-300-622510	59.54
06/01/2026	Office 365 Exchange/Enterprise	10-050-622510	20.71

Inv 18390 Total 439.40

15816 Total: 4,829.08

15851 06/24/2026

Inv 18438

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/11/2026	Disk Station & 16TB Hard Drive	10-100-630210	3,891.09

Inv 18438 Total 3,891.09

Check Number	Check Date		Amount
Inv 18442			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/15/2026	Laptop for Scott	10-070-630005	1,600.00
Inv 18442 Total			1,600.00
15851 Total:			5,491.09
3644 - More Power Computers, Inc. Total:			10,320.17
3655 - Leeway Engineering Solutions, LLC Line Item Account			
15813	06/10/2026		
Inv 1679			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Flow Monitoring Project	83-830-638027	2,741.50
Inv 1679 Total			2,741.50
15813 Total:			2,741.50
15849	06/24/2026		
Inv 1608			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/02/2026	Flow Monitor Project	83-830-638027	2,011.00
Inv 1608 Total			2,011.00
Inv 1713			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/05/2026	Flow Monitor Project	83-830-638027	14,407.00
Inv 1713 Total			14,407.00
15849 Total:			16,418.00
3655 - Leeway Engineering Solutions, LLC Total:			19,159.50
3660 - Illinois Library Assoc. Line Item Account			
15810	06/10/2026		
Inv 332527			
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
04/04/2026	I READ Program	10-050-622014	276.90
Inv 332527 Total			276.90
15810 Total:			276.90

3660 - Illinois Library Assoc. Total: 276.90

3669 - Comcast Business Line Item Account

15840 06/24/2026
 Inv 274403806

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	Phones	10-070-620014	45.00
06/01/2026	Phones	40-400-620014	61.00
06/01/2026	Phones	10-080-621005	53.24
06/01/2026	Phones	30-300-620014	61.00
06/01/2026	Phones	60-600-620014	61.00
06/01/2026	Phones	10-100-620014	126.27
06/01/2026	Phones	10-050-620014	44.00

Inv 274403806 Total 451.51

15840 Total: 451.51

3669 - Comcast Business Total: 451.51

382 - Postmaster Line Item Account

15821 06/10/2026
 Inv Box 100

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/10/2026	Annual Box fee	30-300-620019	225.00
06/10/2026	Annual Box fee	40-400-620019	225.00

Inv Box 100 Total 450.00

15821 Total: 450.00

382 - Postmaster Total: 450.00

3824 - Mirrored Lamp LLC, Rian Allen Snider Line Item Account

15815 06/10/2026
 Inv 25611

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/01/2026	May- Librarian	10-050-620205	5,243.41

Inv 25611 Total 5,243.41

15815 Total: 5,243.41

3824 - Mirrored Lamp LLC, Rian Allen Snider Total: 5,243.41

3829 - Urling, Alexander W, Urling (Skip) Line Item Account

15829 06/10/2026

Check Number	Check Date		Amount
Inv	117		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/08/2026	Planner- May	10-030-621006	230.75
Inv 117 Total			230.75
15829 Total:			230.75
3829 - Urling, Alexander W, Urling (Skip) Total:			230.75
3831 - First Citizens Bank & Trust Co. (CiT) Line Item Account			
15843	06/24/2026		
Inv	49312113		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/13/2026	Copier Lease	10-100-620021	125.00
Inv 49312113 Total			125.00
15843 Total:			125.00
3831 - First Citizens Bank & Trust Co. (CiT) Total:			125.00
3835 - Solutions YES LLC Line Item Account			
15822	06/10/2026		
Inv	490734		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
04/28/2026	Copier Lease	10-100-620021	77.77
Inv 490734 Total			77.77
15822 Total:			77.77
3835 - Solutions YES LLC Total:			77.77
3855 - Clatskanie Builders Supply Line Item Account			
15801	06/10/2026		
Inv	May		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/31/2026	Water R&M	40-400-622504	199.69
05/31/2026	Marina R&M	10-090-622506	487.92
Inv May Total			687.61
15801 Total:			687.61
3855 - Clatskanie Builders Supply Total:			687.61

3925 - Phillips, John Line Item Account

15820 06/10/2026

Inv COURT

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/04/2026	Restitution 24-N-006542, 006543	10-080-621005	150.00

Inv COURT Total 150.00

15820 Total: 150.00

3925 - Phillips, John Total: 150.00

3939 - TransUnion Risk & Alternative, Data Solutions, Inc. Line Item Account

15827 06/10/2026

Inv 202605.1

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
04/26/2026	Supplies	10-100-620010	100.00

Inv 202605.1 Total 100.00

15827 Total: 100.00

3939 - TransUnion Risk & Alternative, Data Solutions, Inc. Total: 100.00

3940 - The Eagle News Line Item Account

15826 06/10/2026

Inv 408260

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Budget Hearing Notice	30-300-621003	143.00
05/28/2026	Budget Hearing Notice	60-600-621003	143.00
05/28/2026	Budget Hearing Notice	10-010-621003	143.00
05/28/2026	Budget Hearing Notice	40-400-621003	143.00

Inv 408260 Total 572.00

Inv 408261

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Budget Hearing Notice-REDCO	10-010-621003	416.00

Inv 408261 Total 416.00

Inv 408262

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Supplemental Budget Notice	60-600-621003	41.43
05/28/2026	Supplemental Budget Notice	40-400-621003	41.44
05/28/2026	Supplemental Budget Notice	30-300-621003	41.44
05/28/2026	Supplemental Budget Notice	10-010-621003	41.44

Inv 408262 Total 165.75

Check Number	Check Date		Amount
15826 Total:			1,153.75
3940 - The Eagle News Total:			1,153.75
3948 - Sunbelt Rentals Inc. Line Item Account			
15825	06/10/2026		
Inv	1840057396-0001		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/21/2026	Parks- Stump Grinder	10-090-622504	1,204.05
Inv 1840057396-0001 Total			1,204.05
Inv	184023076-0001		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/18/2026	Parks- Chipper	10-090-622504	511.16
Inv 184023076-0001 Total			511.16
15825 Total:			1,715.21
3948 - Sunbelt Rentals Inc. Total:			1,715.21
3978 - kelley Create Co Line Item Account			
15846	06/24/2026		
Inv	LSC17301		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/10/2026	Admin Copier	10-010-620101	331.82
Inv LSC17301 Total			331.82
15846 Total:			331.82
3978 - kelley Create Co Total:			331.82
3994 - Consolidated Supply Co Line Item Account			
15803	06/10/2026		
Inv	S012948209-001		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/28/2026	Park	10-090-622504	469.12
Inv S012948209-001 Total			469.12
15803 Total:			469.12
3994 - Consolidated Supply Co Total:			469.12

3995 - Burton, Ronald Line Item Account

15836	06/24/2026		
Inv	REFUND		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
02/04/2026	Refund closed acct (2nd attempt to refund)	40-000-450002	125.00
Inv REFUND Total			125.00

15836 Total:		125.00
--------------	--	--------

3995 - Burton, Ronald Total:		125.00
-------------------------------------	--	--------

3998 - Primo/Blue Triton Brands, Inc Line Item Account

15855	06/24/2026		
Inv	104881		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/02/2026	Supplies	60-600-620010	19.79
06/02/2026	Supplies	10-050-620010	19.77
06/02/2026	Supplies	40-400-620010	19.77
06/02/2026	Supplies	10-100-620010	19.77
06/02/2026	Supplies	30-300-620010	19.77
Inv 104881 Total			98.87

15855 Total:		98.87
--------------	--	-------

3998 - Primo/Blue Triton Brands, Inc Total:		98.87
--	--	-------

406 - Cole, Jerry Line Item Account

15837	06/24/2026		
Inv	2025		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
01/20/2026	2025 Stipend (prior check is void- 90 days)	10-010-624009	320.00
Inv 2025 Total			320.00

15837 Total:		320.00
--------------	--	--------

406 - Cole, Jerry Total:		320.00
---------------------------------	--	--------

549 - Columbia County Comm. Justice Dept. Line Item Account

15838	06/24/2026		
Inv	May		
<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/10/2026	Work Crew	10-090-620205	375.00
Inv May Total			375.00

15838 Total:	375.00
--------------	--------

549 - Columbia County Comm. Justice Dept. Total:	375.00
---	--------

581 - Home Depot Credit Services Line Item Account

15808 06/10/2026

Inv 5514720

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/11/2026	WTP R&M	40-400-622504	76.69

Inv 5514720 Total	76.69
-------------------	-------

Inv 5611392

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
05/11/2026	WWTP R&M	30-300-622504	63.84
05/11/2026	Marina	10-090-622506	75.95

Inv 5611392 Total	139.79
-------------------	--------

Inv 7072583

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
04/29/2026	Marina R&M	10-090-622506	90.79

Inv 7072583 Total	90.79
-------------------	-------

15808 Total:	307.27
--------------	--------

581 - Home Depot Credit Services Total:	307.27
--	--------

664 - City of Vernonia Line Item Account

15800 06/10/2026

Inv

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/08/2026	City County Dinner	10-010-622010	36.00

Inv Total	36.00
-----------	-------

15800 Total:	36.00
--------------	-------

664 - City of Vernonia Total:	36.00
--------------------------------------	-------

673 - Cintas Corporation Line Item Account

15799 06/10/2026

Inv May

<u>Line Item Date</u>	<u>Line Item Description</u>	<u>Line Item Account</u>	
06/29/2026	Supplies - City Hall Rugs	10-090-620010	119.50

Check Number	Check Date		Amount
		Inv May Total	119.50
		15799 Total:	119.50
		673 - Cintas Corporation Total:	119.50
		978 - Bud Clary Ford Hyundai Line Item Account	
15798	06/10/2026		
		Inv 96053684/1	
		<u>Line Item Date</u>	<u>Line Item Description</u>
		06/03/2026	PD Car Expense
			<u>Line Item Account</u>
			10-100-620011
			922.90
		Inv 96053684/1 Total	922.90
		Inv 96053684/2	
		<u>Line Item Date</u>	<u>Line Item Description</u>
		06/03/2026	PD Car Expense
			<u>Line Item Account</u>
			10-100-620011
			676.90
		Inv 96053684/2 Total	676.90
		15798 Total:	1,599.80
		978 - Bud Clary Ford Hyundai Total:	1,599.80
		996 - Oregon Department of Revenue Line Item Account	
15853	06/24/2026		
		Inv COURT	
		<u>Line Item Date</u>	<u>Line Item Description</u>
		06/12/2026	May 2026
			<u>Line Item Account</u>
			10-080-621005
			1,265.99
		Inv COURT Total	1,265.99
		15853 Total:	1,265.99
		996 - Oregon Department of Revenue Total:	1,265.99
		Total:	74,239.19

TECHNICAL MEMORANDUM

Prepared for: Russ Reigel, Public Works Director
City of Rainier, Oregon

Project: 2025/2026 Flow Monitoring and Analysis

Author: Rylee Archuleta, PE
Leeway Engineering Solutions

Reviewer: Rob Lee, PE, PMP
Leeway Engineering Solutions

Date: June 24, 2026

Subject: Post Inflow Removal Flow Analysis Summary

TABLE OF CONTENTS

1	Introduction and Project Background	2
2	Flow monitoring	2
3	I/I Reduction Efforts	5
4	Flow analysis of New 2026 Meter Locations	7
4.1	Meter 5	7
4.2	Meter 6	7
4.3	Meter 7	8
4.4	Meter 8	8
5	Pre vs. Post I/I Reduction Analysis	9
5.1	Meter 1	10
5.2	Meter 2	12
5.3	Meter 3	13
5.4	Meter 4	15

5.5 Overflow Records..... 17

5.6 Summary of Pre vs. Post-I/I Reduction Comparison 18

6 Conclusion and Recommendations..... 18

Appendix A - 2025/26 Flow Meter Installation Reports

Appendix B - 2021 Flow Meter Installation Reports

1 INTRODUCTION AND PROJECT BACKGROUND

Capacity issues at the City of Rainier (City) wastewater treatment plant (WWTP) and sanitary sewer overflows into the Columbia River resulted in the City entering into a Mutual Agreement and Order (MAO) with the Oregon Department of Environmental Quality (DEQ).

To reduce overflows and be in compliance, the City began the process of identifying possible entry points of inflow and infiltration (I/I) within the City’s sanitary sewer collection system. Initial flow monitoring was conducted during the wet season of 2020/2021 and smoke testing of the majority of the City’s collection system was conducted during 2021 and 2022 which identified numerous sources of inflow. Following this investigation, the City conducted I/I reduction efforts within the collection system

Following these efforts, the City has requested support from Leeway Engineering (Leeway) to conduct follow-up flow monitoring and flow analysis to evaluate the effectiveness of the I/I reduction efforts and to submit the findings to DEQ in accordance with the City’s MAO.

2 FLOW MONITORING

In order to compare pre- and post- I/I reduction flows, Leeway divided the City’s collection system into six subareas for the 2026 flow monitoring analysis and aided the City in contracting ADS to conduct flow monitoring during the 2025/2026 wet season. A total of eight flow meters were installed:

- Four of these locations match the meter locations in 2021 for the purposes of comparing pre-rehabilitation wet-weather flows to post-rehabilitation wet-weather flows.
- Per request from the City, a meter (Meter 6) was added on the sewer line going to Rainier High School to isolate the flows coming from this area and split up the former Basin 2 into new Basins 2 and 6.
- Meter 5 was added to monitor an overflow structure that allows peak wet-weather flows to move between Basins 3 and 4.

- Per request from the City, Meter 7 was added to confirm that flows from a small area within Meter Basin 5 north of the WWTP are not contributing excessive wet-weather flows. This is not included in the 6 subbasins.
- Meter 8 was added at the WWTP influent to monitor total flow in the City's collection system.

Installation site reports for the 2025/26 and 2021 flow meter locations can be found in Appendices A and B, respectively. Figure 2-1 shows the 2026 flow meter locations and basins.

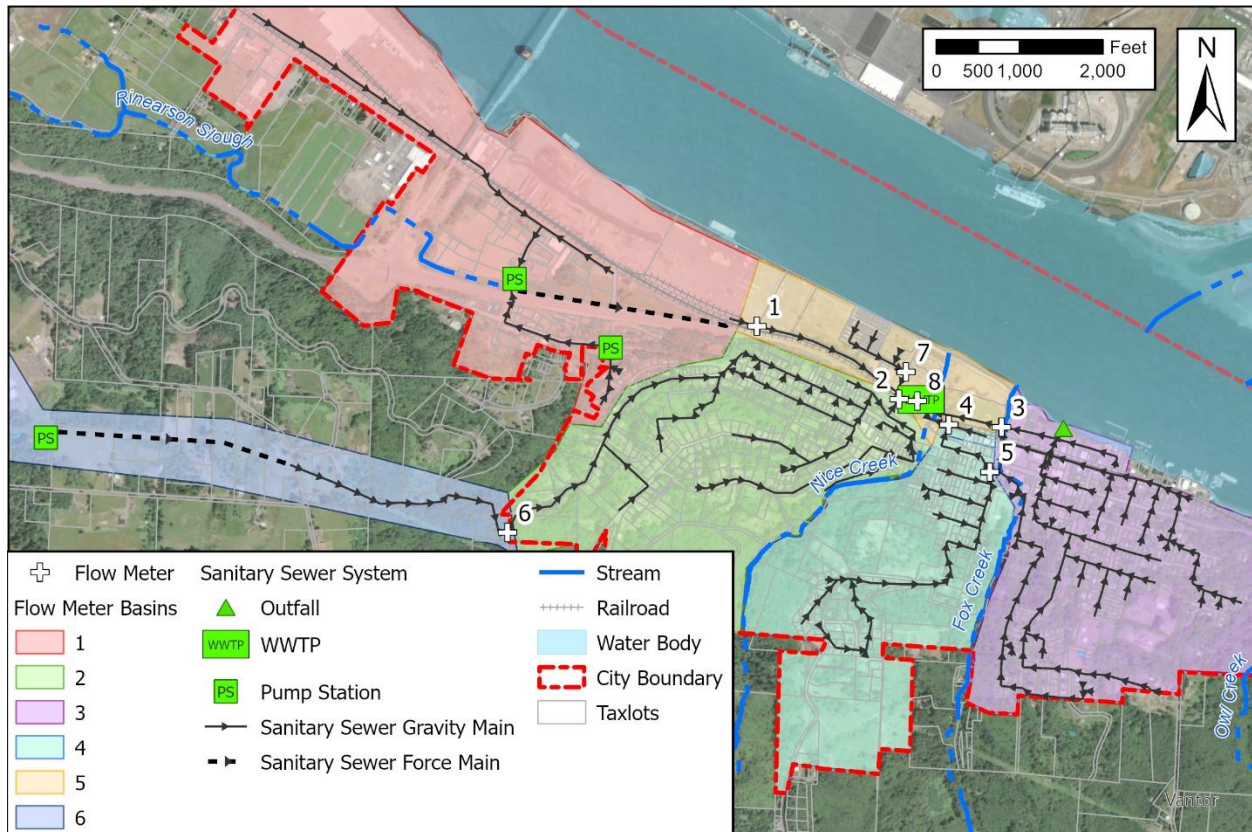


Figure 2-1. 2026 Flow Meter Locations

A summary of each 2026 flow meter location can be found in Table 2-1 and a description of the subbasins is included in Table 2-2.

Table 2-1. Flow Meter Summary

<i>Meter No.</i>	<i>US Meter No.</i>	<i>Location</i>	<i>Purpose</i>	<i>2021 FM Period</i>	<i>25/2026 FM Period</i>
1	None	29794 Columbia River Hwy, east of Teevin Bros Entrance	Match prior meter location for flow comparison	1/1 - 3/31	12/29 - 4/3
2	6	Between Columbia River Hwy and railroad near WWTP	Match prior meter location for flow comparison	1/1 - 3/31	12/29 - 4/3
3	5	209 W. A St, east of baseball fields	Match prior meter location for flow comparison	1/1 - 3/31	12/31 - 4/3
4	5	102 W. 5 th St, north of credit union	Match prior meter location for flow comparison	1/1 - 3/31	1/14 - 4/3
5	None	312 W. B St, overflow pipe between Basins 3 and 4	Monitor overflows between Basins 3 and 4 during storm events	N/A	12/30 - 4/3
6	None	Old Rainier Rd at City limits boundary	Determine flows from the school & surrounding area	N/A	12/30 - 4/3**
7	None	W. A St. north of WWTP	Determine if I/I exists in this area	N/A	12/30 - 2/26
8	All	WWTP Influent	Collect Total System flows	N/A	2/26 - 4/3

*Meter 5 is placed at an overflow pipe between Basins 3 and 5, which can either back up from 3 into 4 or can flow from 4 to 3 depending on flow conditions in each basin.

**Data quality is poor and excluded from 1/8-1/14

Table 2-2. 2026 Meter Basin Summary

<i>Basin</i>	<i>Downstream Meter No.</i>	<i>Upstream Meter No.</i>	<i>Notes</i>
1	1	None	Included in 2021 FM analysis
2	2	6	Basin 2 included Basin 6 in the 2021 FM analysis
3	3		Included in 2021 FM analysis
4	4		Included in 2021 FM analysis
5	8	1,2,3,4	Includes the WWTP and flow from the entire collection system. Was not metered in 2021.
6	6	None	Added per the City's request. Originally part of Meter Basin 2 during the 2021 monitoring

3 I/I REDUCTION EFFORTS

Between the 2021 and 2026 flow monitoring periods, the City conducted significant I/I reductions throughout their system. In response to infiltration, the City completed the following on the sanitary sewer collection system:

- Pipe burst 300-LF of mainline pipe (Basin 2)
- CIPP lined 1,955-LF of mainline pipe (Basins 2 & 4)
- Rehabilitated and/or repaired 7 manholes
- Rehabilitated and/or repaired 7 laterals
- Two spot repairs on broken mainline pipe
- Disconnected 5 public catch basins
- Disconnected 22 private inflow disconnections

The City's I/I reduction efforts are shown relative to the meter basins below in Figure 3-1.

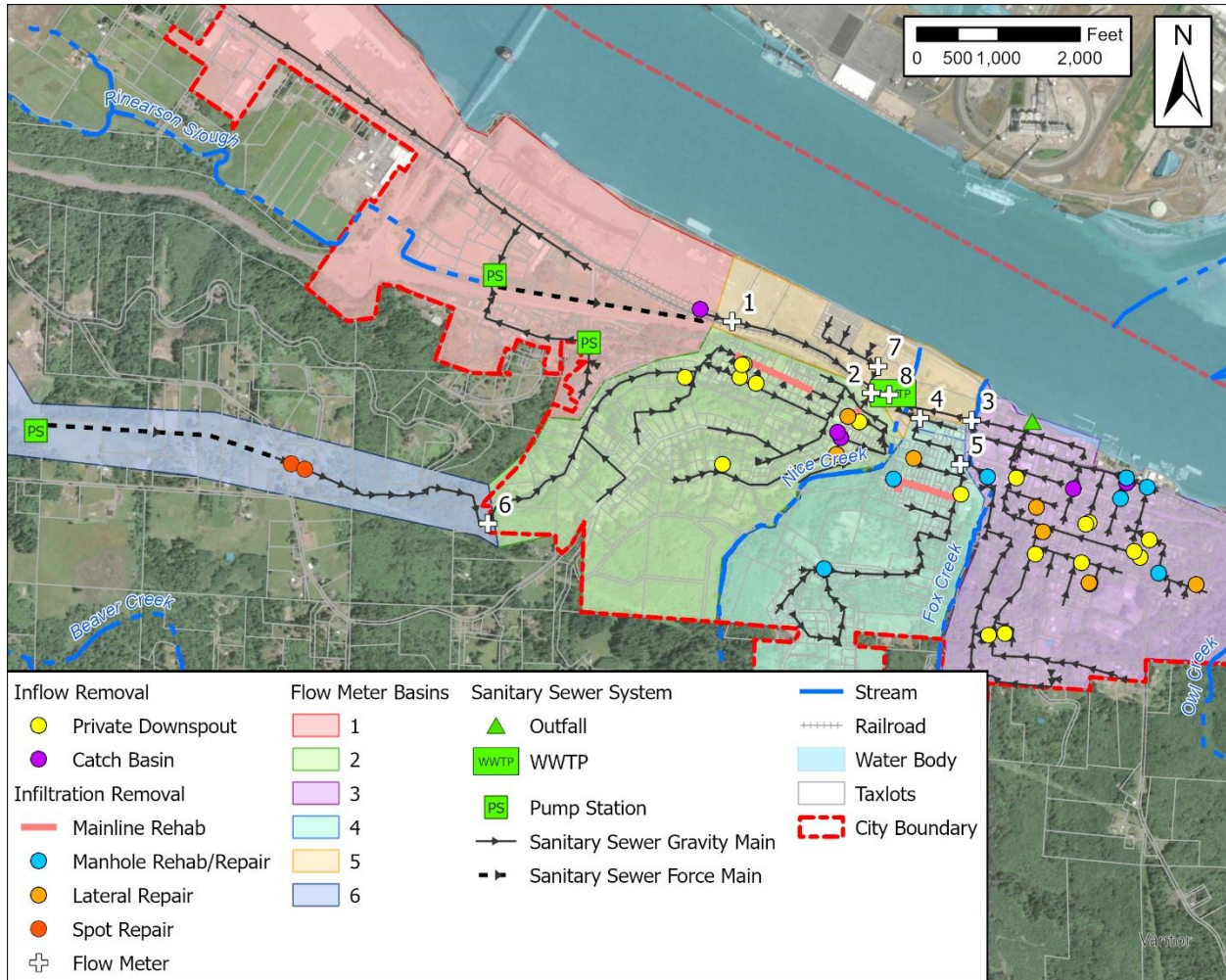


Figure 3-1. Flow Meter Locations with I/I Reduction Efforts

The City has also completed additional I/I reduction efforts in 2026 and plans to continue I/I reduction. These recently completed and planned efforts are not documented in this TM as they are not reflected in the 2026 flow monitoring.

4 FLOW ANALYSIS OF NEW 2026 METER LOCATIONS

As mentioned previously in this TM, in addition to the four original meters, four additional locations were monitored as part of the analysis.

4.1 METER 5

A meter was placed in the overflow pipe between Meter Basins 3 and 4 to determine how often overflows between these basins are triggered and how much flow passes through. Typically, there is no flow in this pipe and flows would only make it from Basin 3 to Basin 4 if the pipes on in Basin 3 surcharge by nearly 20-ft, according to the invert elevations included in the City’s most recent model.

The data from Meter 5 was inconclusive due to the difficult hydraulic conditions and inconsistent flows observed in the pipe. Using the flow levels captured by the meter, there appeared to be three instances of flow in the pipe on January 8th, February 5th/6th, and February 27th. Because only the January 8th date correlates with a significant storm and no flow was captured in the overflow pipe during the March 13th storm (the largest storm during the flow monitoring), Leeway believes that no significant flow passed between Basins 3 and 4 at this overflow location during the 2026 monitoring period.

4.2 METER 6

Per the request of the City, Meter 6 was placed in the line coming from Rainier High School at the City limits to isolate flows from this area. This basin is referred to as Basin 6 and flows into Meter Basin 2. Due to the presence of a pump station at the high school, rather than typical wet weather response expected from a hydrograph, the peak flows and flow response characteristics are flattened out by the pump run times. Because of this, Leeway looked at the total 24-hour volume of flow for each storm and compared that to a period with no rainfall, instead of looking at peak flows, which is detailed in Table 4-1.

Table 4-1. Meter 6 Total Flow Volumes vs. 24-hr Rainfall Depth

<i>Storm</i>	<i>24-Hour Rainfall Depth</i>	<i>24-hour Flow Volume (gallons)</i>	<i>Volume Diff from Dry Weather (gallons)</i>	<i>Volume Peaking Factor</i>
1	1.91	203,810	193,62	19.3
2	0.83	104,640	94,090	9.9
3	0.38	36,080	25,530	3.4
Dry Weather	0.01	10,550	N/A	N/A

From this data, a response to wet weather is observed in Meter Basin 6, with the volume going up by a factor of over 19 for the March 13th storm when compared to dry weather.

4.3 METER 7

Meter 7 was placed to capture a small area in Basin 5, north of the WWTP due to suspected I/I based on the most recent modeling effort done of the City’s sanitary sewer collection system. However, after two months of placement, Leeway determined that no significant I/I was observed and the meter was moved to the Meter 8 location. Although there were spikes in the flow data, after looking closely at the hydrograph and depth-velocity scatter plots, these did appear to be flow meter data errors. The hydrograph for the full flow monitoring period for Meter 7 is shown in Figure 4-1.

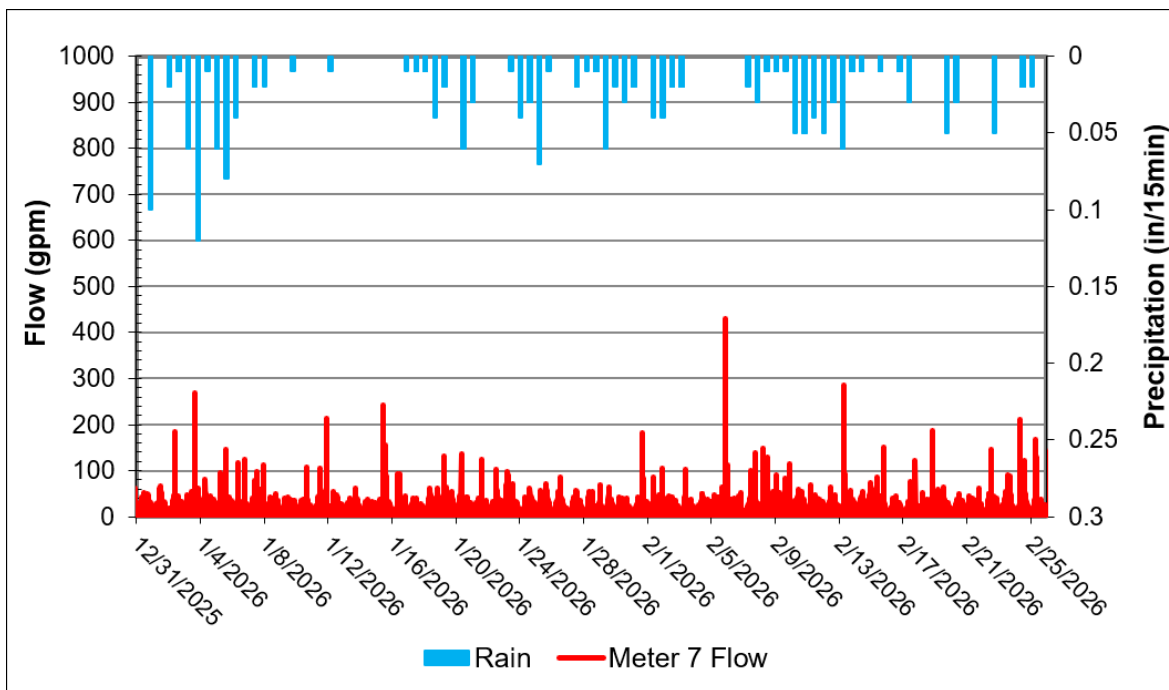


Figure 4-1. Meter 7 Hydrograph

4.4 METER 8

Meter 8 was placed immediately downstream of the influent wet well to the WWTP. This meter was placed to determine the total flows at the treatment plant and can be used in future flow analysis comparisons after further I/I reduction efforts are completed. Although this meter was placed later than the other 2026 meters, it did capture Storm 1, which occurred during March 13th and caused overflows into the Columbia River. Figure 4-2 below shows the hydrograph for Meter 8 during Storm 1.

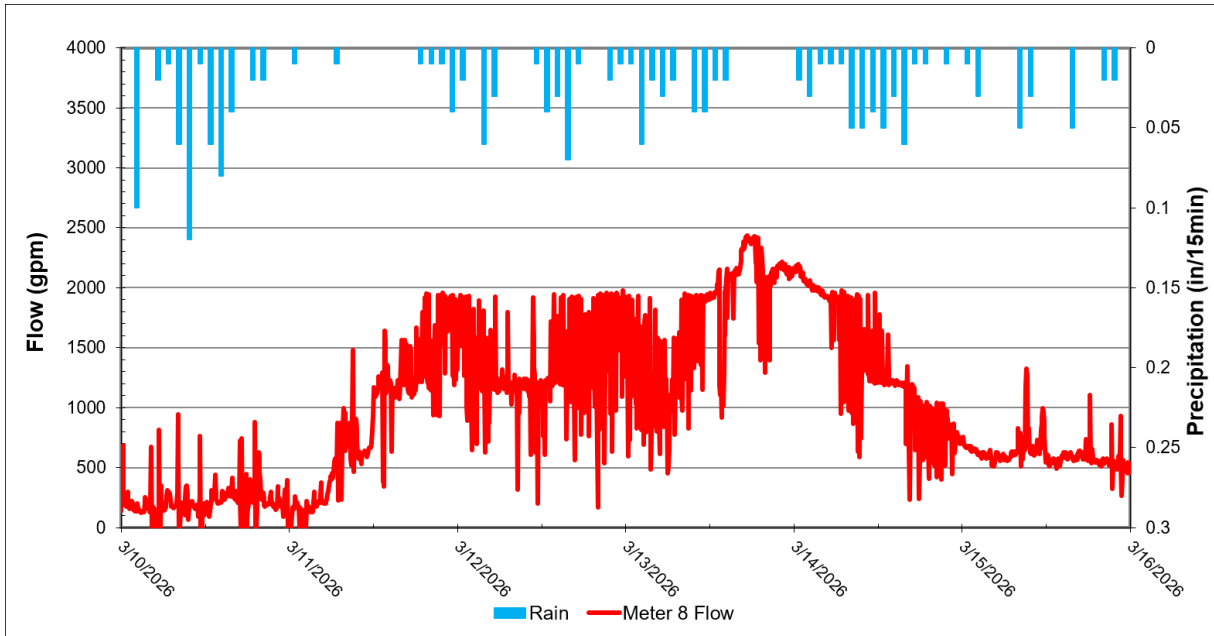


Figure 4-2. Meter 8 Hydrograph during Storm 1 / Overflow Event

The peak flows in this hydrograph, occurring late March 13th and early March 14th, correlate with the timing of the recorded overflow. The flow pattern also indicates backwater conditions as the peak flattens out as it approaches the peak of the storm. During this storm, a peak flow of approximately 2,430 gpm or 3.5 MGD with a peaking factor of 6.2 was observed at Meter 8, although the peak flow would likely read higher without backwater conditions.

5 PRE VS. POST I/I REDUCTION ANALYSIS

To evaluate the effectiveness of the City’s I/I reduction efforts, Leeway analyzed pre- and post-I/I removal flows, or construction flows, by conducting a hydrograph analysis and comparing peak flows at the four original meter sites to both rainfall depths and peak flows. To conduct this analysis, Leeway chose the three most significant rainfall events from each monitoring period, which are shown in Tables 5-1 and 5-2 below.

Table 5-1. Pre-Construction Rainfall Events

Storm No.	Date	24-hour Rainfall Depth (in)
1	1/3/2021	1.33
2	1/13/2021	1.66
3	2/22/2021	0.20

Table 5-2. Post-Construction Rainfall Events

<i>Storm No.</i>	<i>Date</i>	<i>24-hour Rainfall Depth (in)</i>
1	3/13/2026	1.91
2	1/7/2026	0.83
3	2/29/2026	0.38

5.1 METER 1

When comparing pre- and post- construction flows for each meter, Leeway looked at both the peak flow recorded in the pipe during the selected storm as well as the peaking factor (the peak flow divided by the low flow prior to the start of the storm) and compared these values to the total 24-hour rainfall depth. The peak flow indicates the peak amount of flow in the system during a rainfall event and the peaking factor tells us the peak flow relative to the average flow prior to the rainfall event. Leeway was then able to chart the peak flows and peaking factors against the 24-hour rainfall depth for both pre- and post-construction flows. This allows the visualization of whether 2026 peak flows and peaking factors are typically higher or lower relative to the storm event size than in 2021.

For Meter 1, Leeway observed relatively similar peak flows compared to rainfall depth, with the exception of significant peak flows seen for Storm 1 during the pre-construction monitoring period. Generally lower peaking factors were observed in 2026 than in 2021.

In regards to I/I reduction occurring in Basin 1, the City disconnected a catch basin from the sanitary sewer collection system in the Teevin Bros lumber yard which was collecting a significant amount of flow during wet weather events.

Meter 1 pre- vs. post-construction peak flows and peaking factors vs. 24-hour rainfall depth are shown in Figures 5-1 and 5-2, respectively.

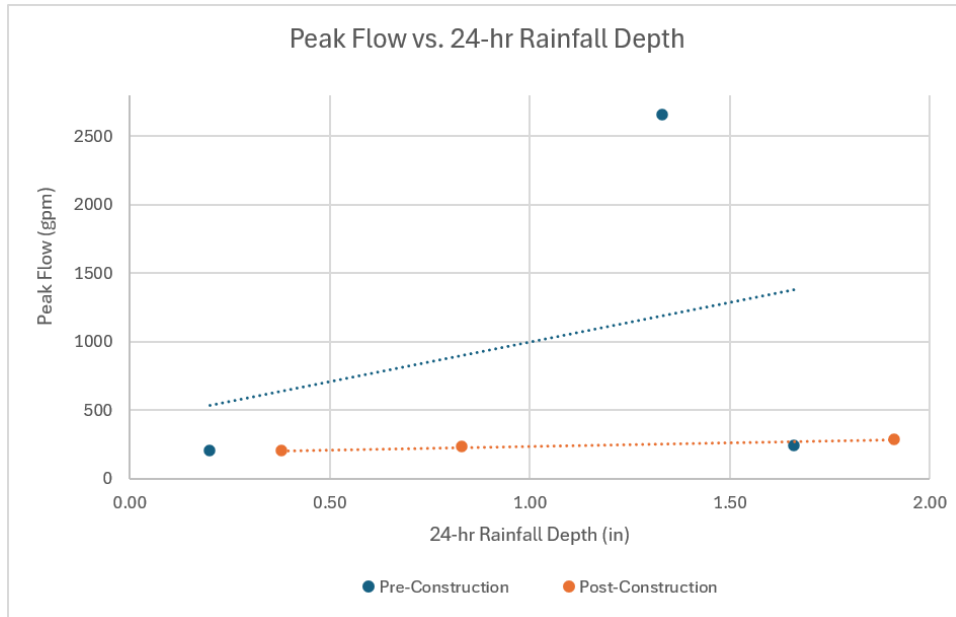


Figure 5-1. Meter 1 Peak Flow vs. 24-hour Rainfall Depth

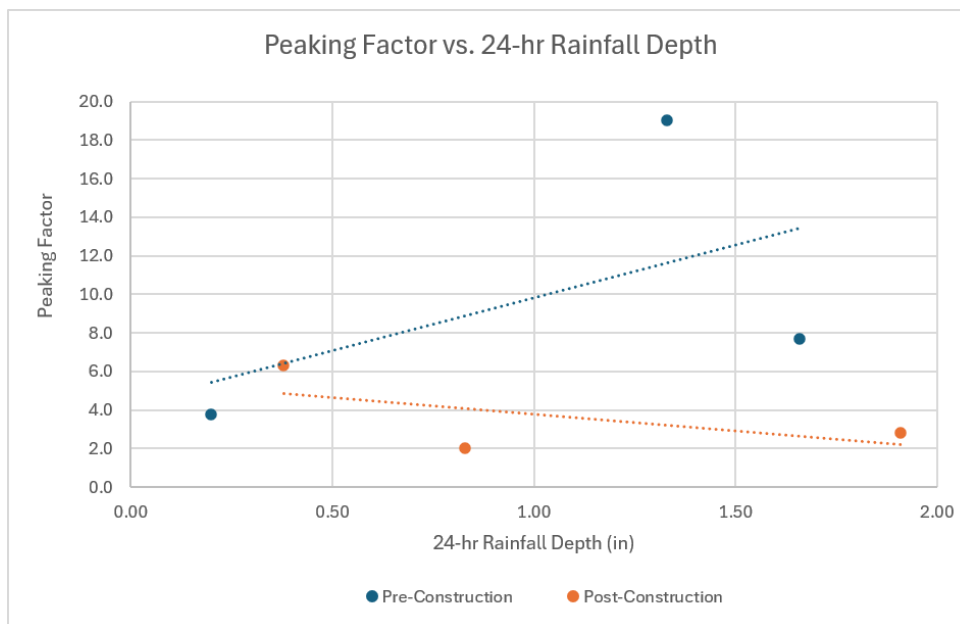


Figure 5-2. Meter 1 Peaking Factor vs. 24-hour Rainfall Depth

5.2 METER 2

The City completed 7 downspout and 2 catch basin disconnections, 1,380 LF of mainline sewer rehabilitation, 2 lateral line repairs, and 2 mainline spot repairs in Basin 2. The flow comparison at Meter 2 showed generally lower peak flows and peaking factors compared to rainfall depth in 2026 than in 2021, indicating a lower flow response to wet-weather events. Meter 2 pre- vs. post-construction peak flows and peaking factors vs. 24-hour rainfall depth are shown in Figures 5-3 and 5-4, respectively.

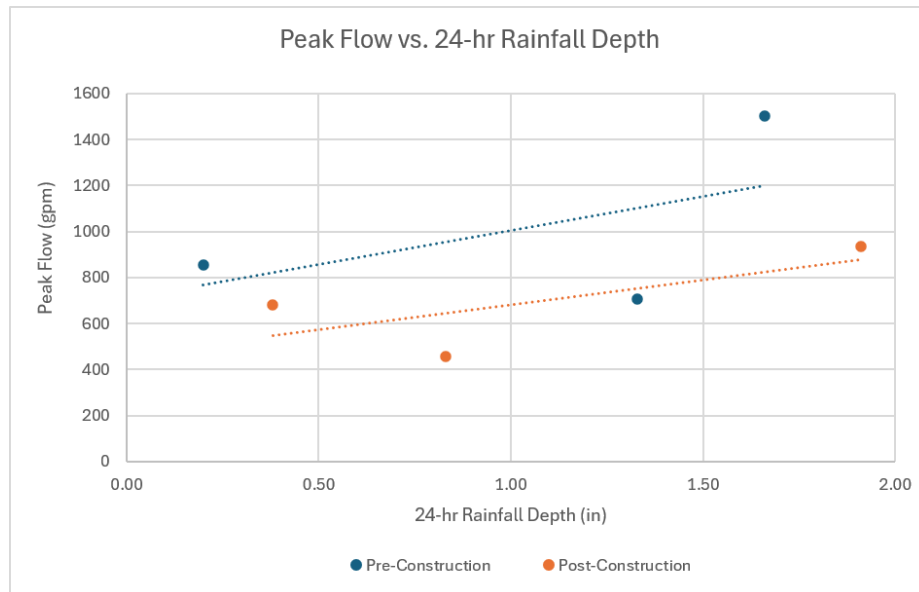


Figure 5-3. Meter 2 Peak Flow vs. 24-hour Rainfall Depth

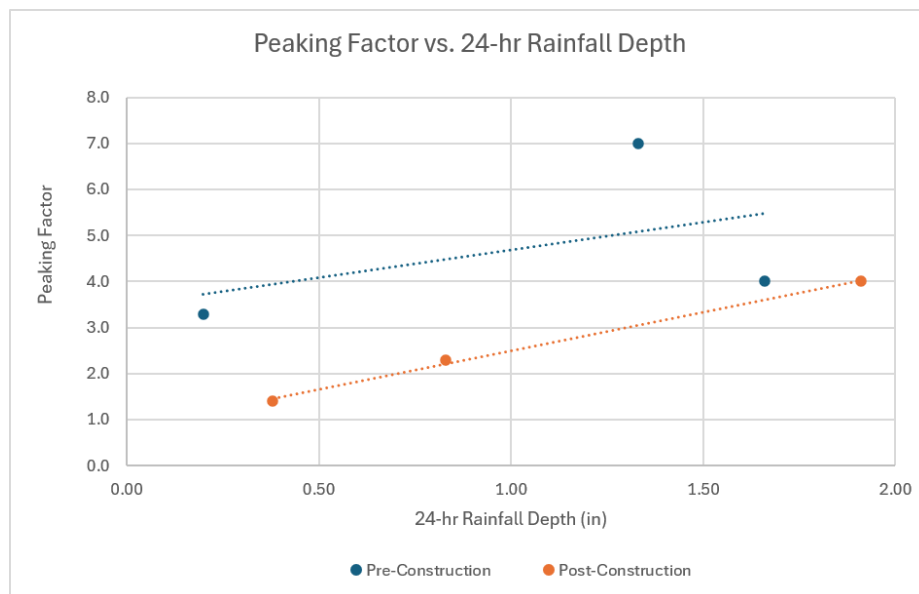


Figure 5-4. Meter 2 Peaking Factor vs. 24-hour Rainfall Depth

5.3 METER 3

In Meter Basin 3, the City disconnected 11 downspouts and 2 catch basins, and repaired 4 laterals and 5 manholes. The two catch basins had been previously disconnected from the sanitary sewer system with concrete plugs, but had failed and were leaking into the sanitary sewer system. So although these catch basins were likely not contributing as much as flow as you'd expect from a catch basin, they were still contributing to some inflow in Basin 3.

Despite these I/I reduction efforts, the flow comparison at Meter 3 showed higher 2026 peak flows and relatively similar peaking factors post-construction compared to 2021 flow monitoring, which is likely explained by the flow conditions during the 2021 storm events. When looking at the hydrographs for pre-construction flows, Leeway observed the peaks flows dropping off prior to the peak of the storm and then going back up after the rainfall stopped, as shown in Figure 5-5. The velocity-depth scatter plots also indicate backwater and/or surcharge conditions.

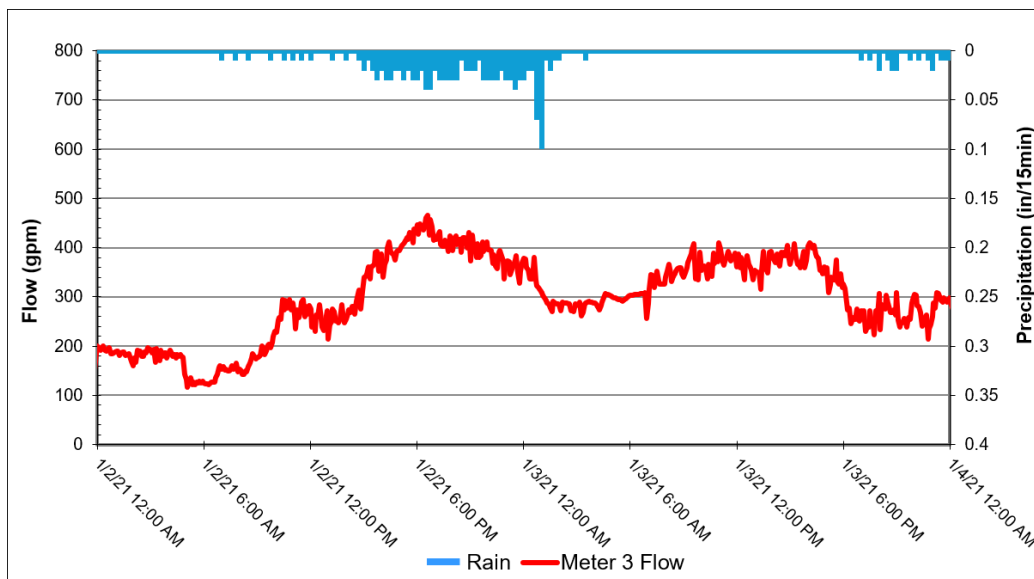


Figure 4-5. Meter 3 Pre-Construction, Storm 1 Hydrograph

The area around Meter 3 is known to experience backups from the WWTP which would alter the peak flows measured at this location. The collection system has an overflow pipe that runs under W Second Street to an overflow structure in the United States Postal Service parking lot with an outfall to the Columbia River. The overflow system activates when backwater conditions occur in the WWTP influent pipes. We know that an overflow was experienced during post-construction monitoring during Storm 1 on March 13th, but do not have overflow records for the pre-construction flow monitoring period. However, looking at the pre-construction flow data shows that backwater and/or surcharge events occurred for all three 2021 storm events, reducing the measured peak flows and skewing the comparison of pre- and post-construction flow.

Meter 3 pre- vs. post-construction peak flows and peaking factors vs. 24-hour rainfall depth are shown in Figures 5-6 and 5-7, respectively.

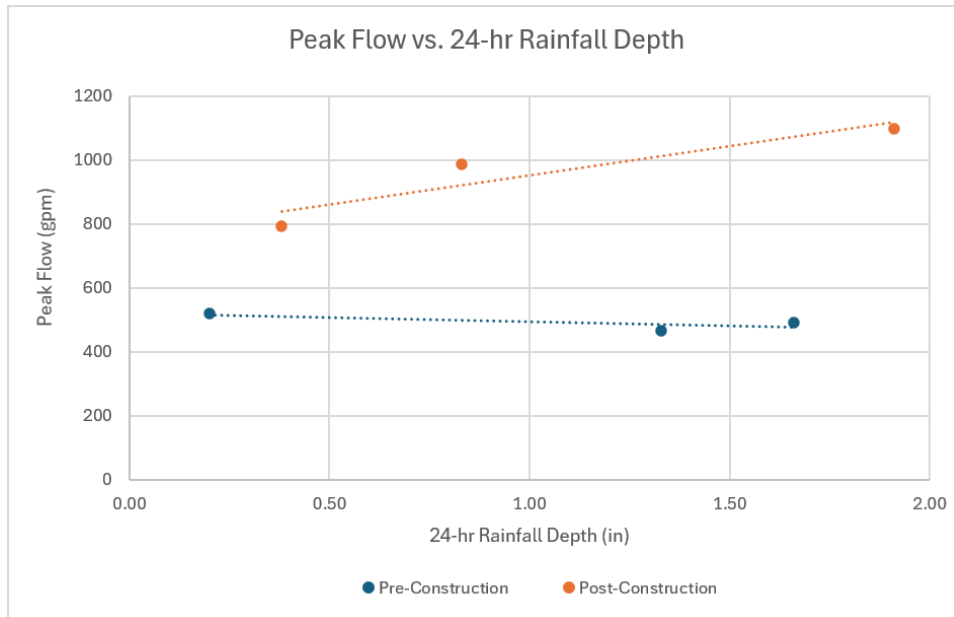


Figure 5-6. Meter 3 Peak Flow vs. 24-hour Rainfall Depth

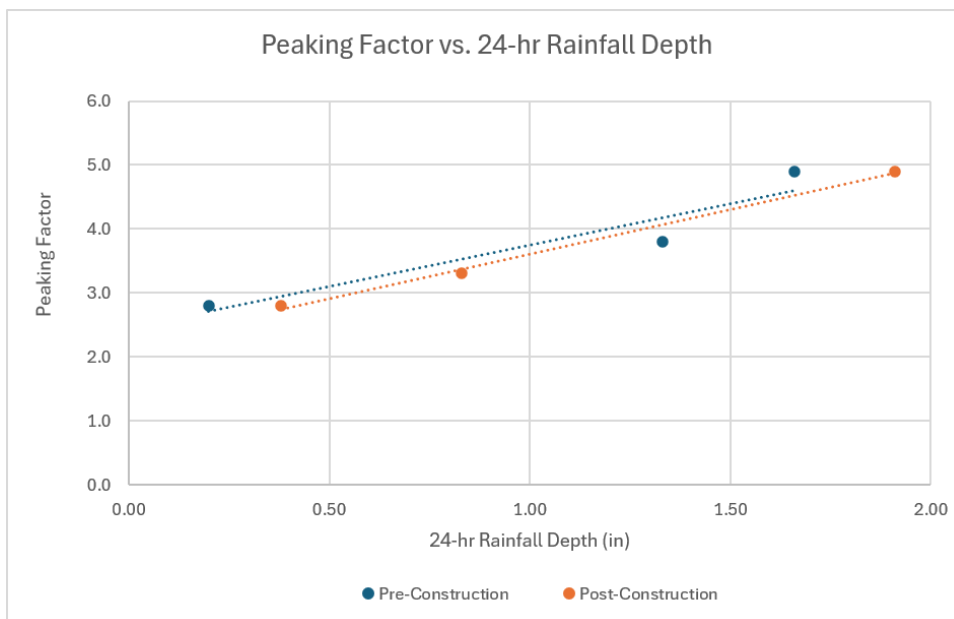


Figure 5-7. Meter 3 Peaking Factor vs. 24-hour Rainfall Depth

5.4 METER 4

In Basin 4, the City rehabilitated 1,080-LF of mainline pipe via CIPP lining, repaired 2 manholes and 1 lateral, and disconnected 1 private downspout from the sanitary system. When comparing flows at Meter 4, peak flows were higher and peaking factors were lower in 2026.

Similar to Meter 3, this increase in peak flows is likely due to backwater from the WWTP during all three selected storm events for the pre-construction monitoring period, causing a decrease of peak flows. Looking at a scatter plot comparing depth and velocity during these storms shows a distinct signature indicating backwater and surcharging, which is included in Figure 5-8.

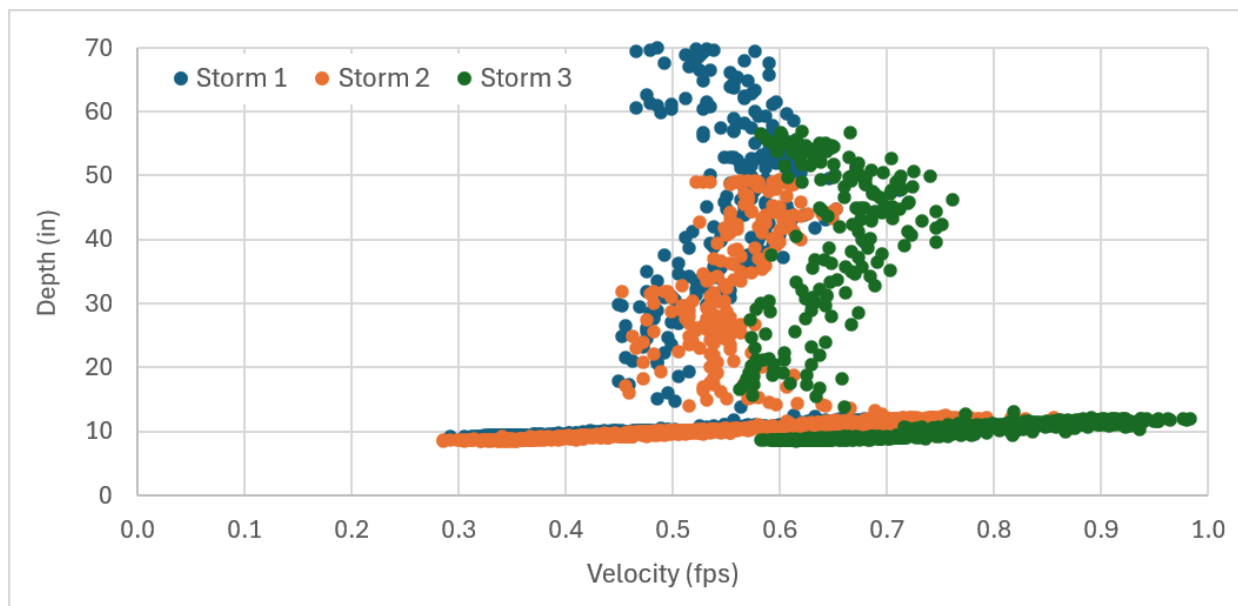


Figure 5-8. Meter 4 Velocity-Depth Scatter Plot for 2021 Storms

Another item to note about Meter 4 is that flow conditions at the Meter 4 location were not ideal for flow monitoring, which could affect the observed flows. ADS reported silt and rolling debris at this site and cleaned and repositioned the meter at least once during the monitoring period. ADS did look into moving the monitor downstream but found backwater conditions which would make data collection unreliable. Moving the meter downstream would also impact the ability to compare pre- and post-construction flows from the exact same service area.

Meter 4 pre- vs. post-construction peak flows and peaking factors vs. 24-hour rainfall depth are shown in Figures 5-9 and 5-10, respectively.

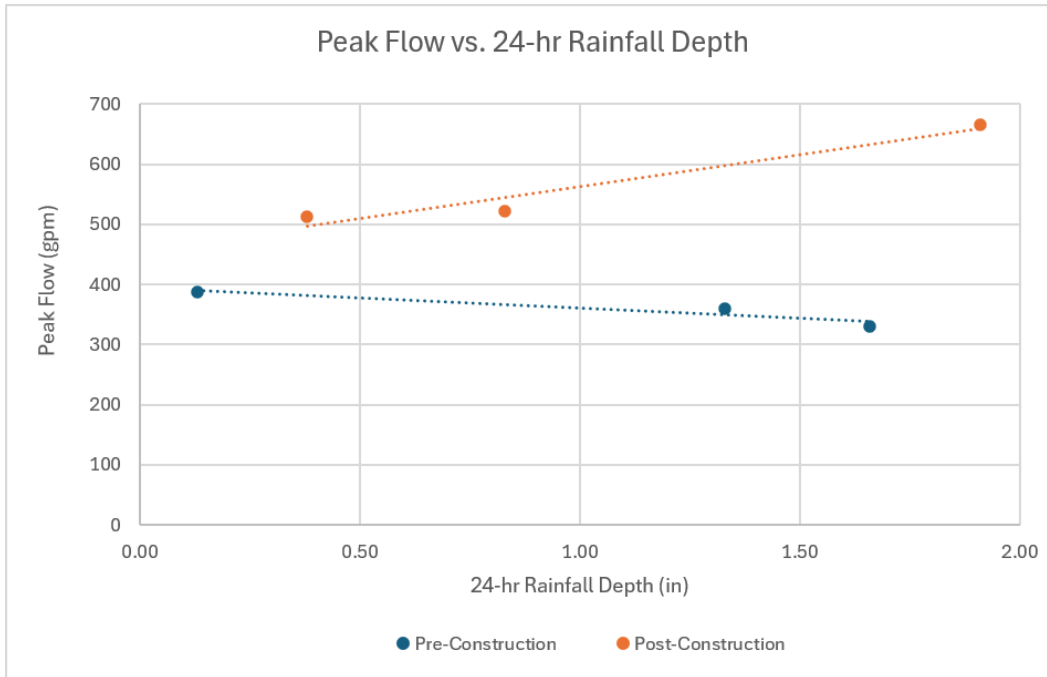


Figure 5-9. Meter 4 Peak Flow vs. 24-hour Rainfall Depth

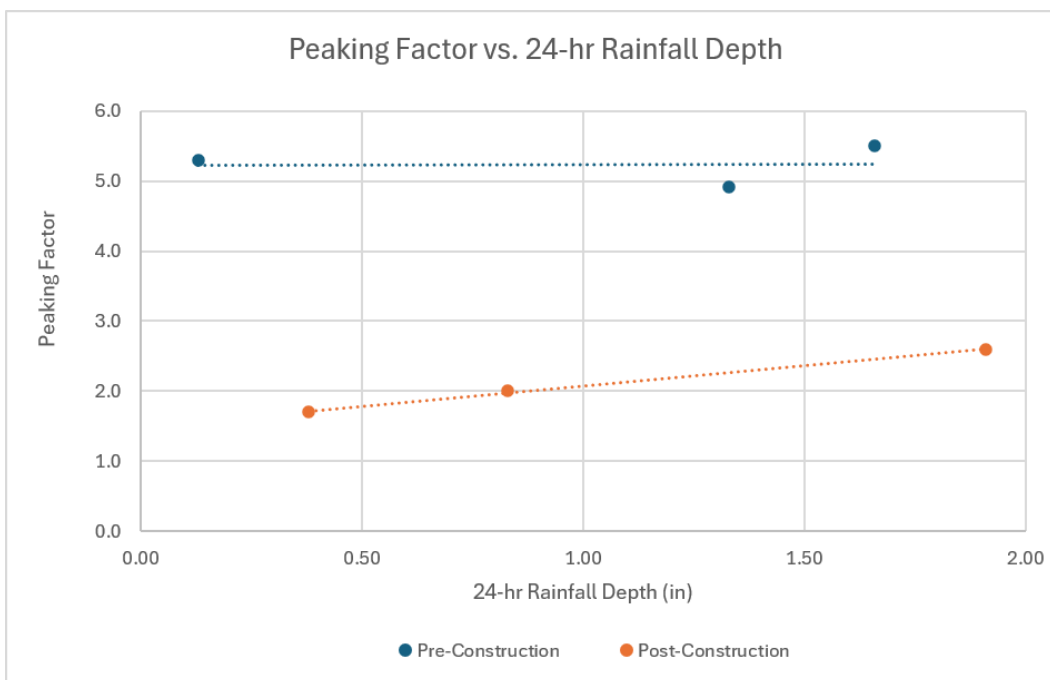


Figure 5-10. Meter 4 Peaking Factor vs. 24-hour Rainfall Depth

5.5 OVERFLOW RECORDS

The post-construction flow monitoring period contained one sanitary sewer overflow of 303,126 gallons on March 13-14, 2026. This corresponds with Storm 1, the largest observed rainfall event during the monitoring period which had a 24-hour rainfall depth of 1.91 inches and caused flooding and landslides throughout the area.

Although Leeway was unable to access overflow records for the pre-construction flow monitoring period, the flow data analysis indicates backwater conditions from the WWTP for all three of the selected storms which had 24-hour rainfall depths of 0.20, 1.33, and 1.66 inches.

In addition, a list of overflow records was provided by the City which occurred from November 2021 through November 2022 and were prior to any I/I reduction efforts made by the City. Four overflows were recorded during this time, which is more frequent than what has been observed post I/I reduction efforts so far, however the correlating 24-hr rainfall depths are unknown. Leeway was able to find daily total rainfall records for this period from the National Oceanic and Atmospheric Administration (NOAA) for Longview, Washington, which is located across the Columbia River from the City of Rainier. Although it is difficult to extrapolate the data in a direct comparison to 2026 due to the unknown time of the overflows and the lack of 24-hour rainfall depths. The overflow volumes and daily rainfall totals are shown in Table 5-3.

Table 5-3. Overflow Volumes and Daily & 24-hr Rainfall Depths

<i>Overflow Date</i>	<i>Overflow Volume (gallons)</i>	<i>Daily/24-hr Rainfall Total (in)</i>
11/13/2021	461,000	2.3*
4/11/2022	121,900	1.6
11/4/2022	715,219	2.0*
11/30/2022	270,719	1.6
3/13/2026	303,126	1.9**

*Daily total for 11/12 as almost no rainfall occurred on 11/13 and the time of the overflow is unknown.

**This is the 24-hour total rainfall depth for the storm, rather than the total rainfall depth on March 13th, 2026.

5.6 SUMMARY OF PRE VS. POST-I/I REDUCTION COMPARISON

Table 5-4 summarizes the pre- vs. post- I/I reduction analysis.

Table 5-4. Pre- vs. Post- I/I Reduction Summary

Site	2026 Flow Analysis Summary	I/I Rehab
Meter 1	Similar peak flows apart from one significant peak flow during a storm event in 2021	1 catch basin disconnection which was collecting a significant amount of runoff during storm events
Meter 2	Reduced peak flows from 2021	2 catch basin disconnections, 7 downspout disconnections, 1,380 LF of mainline rehab, 2 lateral repairs, 2 mainline spot repairs
Meter 3	Higher peak flows than 2021, however, backwater conditions were present for (2) 2021 storms and (1) 2026 storm which reduces the recorded peak flow	2 catch basin disconnections, 11 downspout disconnections, 4 lateral repairs, 5 manhole repairs
Meter 4	Higher peak flows, however, backwater conditions were present for (2) 2021 storms and (1) 2026 storm which reduces the recorded peak flow	1 downspout disconnection, 1,080-LF of mainline rehab, 1 lateral repair, 2 manhole repairs
Overflow*	1 overflow occurred in 2026 during 1.91" storm. Overflow records are unknown for 2021, but backwater conditions occurred for all 3 of the selected storms (0.20", 1.33" and 1.66").	N/A

*Storm depths listed are the 24-hour totals rainfall depth.

6 CONCLUSION AND RECOMMENDATIONS

The City has made significant efforts towards I/I abatement since the 2021 flow monitoring period and decreased the risk of overflows into the Columbia River. A reduction of peak flows was found in Meter Basins 1 and 2 when compared to 2021 flows. Although peak flows in Meter Basins 3 and 4 appeared greater for 2026, this is likely due to backwater conditions during the selected storm events (one in 2026, and three in 2021) which reduce the recorded peak flows. Although there is still a significant wet weather response in the collection system, the overall wet weather flows for similar storms have been reduced and only one overflow was observed during the 2026 flow monitoring period.

In addition, in 2026, the City has already completed multiple I/I reduction efforts that were not captured during the most recent flow monitoring period. These include both inflow disconnections and infiltration reduction rehabilitation. The City also has future I/I reduction projects planned, such as rehabilitating mainline sewers in Meter Basin 6.

After significant additional I/I reduction work is completed, Leeway recommends the City conduct follow-up flow monitoring at locations 1, 2, 3, 4, 6, and 8, after the additional I/I reduction work is completed to document the further reduction in peak flows and overflow risk in the City's sanitary sewer collection system. The only two monitors which Leeway does not recommend placing again are Meter 7 (because no significant I/I was discovered) and Meter 5 (because the flow conditions at this location are not conducive to collecting reliable flow data and significant flow was not found going between the two basins).

In addition to inflow removal, Leeway also recommends that a condition assessment and holistic rehabilitation of mainlines, laterals, and manholes be completed for the infrastructure running along waterways (such as Nice Creek in Basin 3), as that is likely a large source of infiltration during the wet weather season.

APPENDIX A

2025/26 FLOW METER INSTALLATION REPORTS

APPENDIX B

2021 FLOW METER INSTALLATION REPORTS

City of Rainier
Columbia County, Oregon
EMERGENCY OPERATIONS PLAN



February 2013

Prepared for:

City of Rainier
PO Box 100
Rainier, OR 97048

Prepared by:



ecology and environment, inc.
Global Environmental Specialists



This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position or policies of the Office of Grants and Training or the U.S. Department of Homeland Security.

Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of Rainier will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, State of Oregon Emergency Management Plan, and Columbia County 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 City of Rainier that responses to such conditions are conducted in the most organized, efficient, and effective manner possible. To aid in accomplishing this goal, the City of Rainier 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, Functional Annexes aligned with the Columbia County Emergency Support Functions, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. It describes how various agencies and organizations in the City of Rainier will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.

THIS PAGE LEFT BLANK INTENTIONALLY

Letter of Promulgation

To all Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the five mission areas of emergency management to ensure that the City 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 the City. This includes the following:

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
- **Protection:** activities necessary to secure the City against acts of terrorism and natural or human-caused disasters.
- **Mitigation:** activities that reduce loss of life and property by lessening the impact of disasters.
- **Response:** activities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred.
- **Recovery:** activities necessary to assist the community to recover effectively from a disaster.

This plan has been approved by the City Council. It will be revised and updated as required. All recipients are requested to advise the Emergency Manager (City Police Chief) 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.

Jerry Cole, Mayor

Scott Cooper, Councilmember

Denise Watson, Councilmember

Jeremy Howell, Councilmember

Letter of Promulgation

Paul Langner, Councilmember

Robert Duplessis, Councilmember

Mike Kreger, Councilmember

Charleen Ratkie, Councilmember

DATE

Plan Administration

The Emergency Manager (City Police Chief) 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 Emergency Manager without formal City Council approval.

Record of Plan Changes

All updates and revisions to the 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 Change
2012	Original Release		Bring overall information and formatting in line with EOPs throughout the State of Oregon.

Plan Administration

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 City of Rainier Emergency Manager (City Police Chief) is ultimately responsible for dissemination of all plan updates. Copies of the plan will be maintained and made available to the public at City Hall.

Date	No. of Hard Copies	Department/Agency	Title/Name
	1	City Administration	City Administrator
		City Administration	Finance Director
		City Council	Mayor and Councilmembers
	1	City Police	Chief
	1	City Public Works	Director
	1	Columbia County Emergency Management	Emergency Management Director
	1	Columbia River Fire and Rescue District	Chief
	1	Oregon Emergency Management	State Domestic Preparedness Coordinator

Plan Administration

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 Emergency Manager (City Police Chief) for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex 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 City emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
Basic Plan	Emergency Manager (City Police Chief)
Functional Annexes (FAs)	
FA 1 Emergency Services	Emergency Manager (City Police Chief) Columbia River Fire & Rescue Chief
FA 2 Human Services	Emergency Manager (City Police Chief) City Administrator
FA 3 Infrastructure Services	City Public Works Foreman
FA 4 Recovery Strategy	Emergency Manager (City Police Chief) City Administrator
Incident Annexes (IAs)	
IA 1 Drought	City Public Works Foreman
IA 2 Earthquake	City Public Works Foreman
IA 3 Major Fire	Columbia River Fire & Rescue Chief
IA 4 Flood	City Public Works Foreman
IA 5 Severe Weather	City Public Works Foreman
IA 6 Volcano	City Public Works Foreman
IA 7 Hazardous Materials Incident	Columbia River Fire & Rescue Chief
IA 8 Public Health Incident	Emergency Manager (City Police Chief)
IA 9 Terrorism	City Police Chief
IA 10 Transportation Accidents	City Police Chief
IA 11 Utility Failure	City Public Works Foreman

THIS PAGE LEFT BLANK INTENTIONALLY

Table of Contents

Preface	iii
Letter of Promulgation	v
Plan Administration.....	vii
Table of Contents	xi
List of Tables and Figures	xvii
Basic Plan	
1 Introduction	1-1
1.1 General	1-1
1.2 Purpose and Scope	1-2
1.2.1 Purpose	1-2
1.2.2 Scope.....	1-2
1.3 Plan Activation	1-3
1.4 Plan Organization	1-3
1.4.1 Basic Plan.....	1-4
1.4.2 Functional Annexes	1-4
1.4.3 Incident Annexes	1-6
1.5 Relationship to Other Plans	1-7
1.5.1 Federal Plans.....	1-7
1.5.1.1 Presidential Policy Directive 8.....	1-7
1.5.1.2 National Incident Management System	1-8
1.5.1.3 National Response Framework.....	1-8
1.5.1.4 National Disaster Recovery Framework.....	1-8
1.5.2 State Plans	1-9
1.5.2.1 State of Oregon Emergency Management Plan	1-9
1.5.3 County Plans	1-10
1.5.3.1 Columbia County Emergency Operations Plan.....	1-10
1.5.3.2 Columbia County Multi-Jurisdictional Hazard Mitigation Plan	1-11
1.5.3.3 Public Health Preparedness Program.....	1-11
1.5.3.4 Columbia County Wildfire Protection Plan	1-11
1.5.4 City Plans.....	1-12
1.5.4.1 Continuity of Operations	1-12
1.5.5 Support Agency Plans	1-13
1.6 Authorities.....	1-13
1.6.1 Legal Authorities	1-13

Table of Contents

1.6.2 Mutual Aid and Intergovernmental Agreements 1-14

1.7 Emergency Powers 1-15

1.7.1 General 1-15

1.7.2 City of Rainier Disaster Declaration Process 1-15

1.7.3 Columbia County Declaration Process 1-17

1.7.4 State Assistance 1-17

1.7.5 Federal Assistance 1-17

1.8 Continuity of Government 1-18

1.8.1 Lines of Succession 1-18

1.8.2 Preservation of Vital Records 1-18

1.9 Administration and Logistics 1-19

1.9.1 Request, Allocation, and Distribution of Resources 1-19

1.9.2 Financial Management..... 1-19

1.9.3 Legal Support and Liability Issues 1-20

1.9.4 Reporting and Documentation 1-20

1.10 Safety of Employees and Family 1-20

2 Situation and Planning Assumptions2-1

2.1 Situation 2-1

2.1.1 Community Profile 2-1

2.1.1.1 Geography 2-1

2.1.1.2 Demographics..... 2-1

2.1.1.3 Transportation..... 2-1

2.1.1.4 Community Events..... 2-2

2.1.2 Hazards and Threats 2-3

2.1.3 Threat/Hazard Identification..... 2-3

2.1.3.1 Hazards that Originate in Neighboring Jurisdictions 2-4

2.1.4 Hazard Analysis..... 2-4

2.1.5 Capability Assessment..... 2-5

2.1.6 Protection of Critical Infrastructure and Key Resources 2-6

2.2 Assumptions 2-7

3 Roles and Responsibilities3-1

3.1 General 3-1

3.2 Emergency Management Organization..... 3-1

3.2.1 Executive Group 3-2

3.2.1.1 Mayor and City Council..... 3-2

3.2.1.2 City Administrator 3-3

3.2.1.3 Emergency Manager..... 3-3

3.2.1.4 City Department Heads..... 3-4

3.2.2 Responsibilities of All Departments 3-4

3.2.3 Responsibilities by Function 3-5

3.2.3.1 Transportation..... 3-6

3.2.3.2 Communications 3-7

3.2.3.3 Public Works and Engineering 3-7

3.2.3.4 Firefighting 3-8

Table of Contents

3.2.3.5 Emergency Management..... 3-8

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services 3-9

3.2.3.7 Logistics Management and Resource Support 3-10

3.2.3.8 Public Health and Emergency Medical Services..... 3-11

3.2.3.9 Search and Rescue 3-12

3.2.3.10 Oil and Hazardous Materials Response..... 3-12

3.2.3.11 Agriculture and Natural Resources 3-13

3.2.3.12 Energy and Utilities 3-14

3.2.3.13 Law Enforcement Services 3-14

3.2.3.14 Recovery..... 3-15

3.2.3.15 External Affairs 3-15

3.2.3.16 Evacuation and Population Protection 3-16

3.2.3.17 Damage Assessment..... 3-16

3.2.3.18 Legal Services 3-17

3.2.3.19 Volunteer and Donation Management 3-18

3.2.3.20 Coordination with Special Facilities 3-18

3.2.3.21 Other Agency Responsibilities 3-18

3.3 Local and Regional Response Partners..... 3-18

3.3.1 Private Sector 3-19

3.3.2 Nongovernmental Organizations 3-19

3.3.3 Individuals and Households 3-20

3.4 County Response Partners..... 3-20

3.5 State Response Partners..... 3-20

3.6 Federal Response Partners 3-21

4 Concept of Operations 4-1

4.1 General 4-1

4.2 Emergency Management Mission Areas 4-1

4.2.1 Prevention..... 4-2

4.2.2 Protection..... 4-2

4.2.3 Mitigation 4-2

4.2.4 Response..... 4-3

4.2.5 Recovery..... 4-3

4.3 Incident Levels 4-4

4.3.1 Level 1 4-4

4.3.2 Level 2 4-4

4.3.3 Level 3 4-4

4.3.4 NIMS Incident Levels 4-4

4.4 Response Priorities..... 4-6

4.4.1 Response..... 4-6

4.4.2 Recovery..... 4-7

4.5 Incident Management 4-7

4.5.1 Activation 4-7

4.5.2 Initial Actions..... 4-8

4.5.3 Communications, Notification and Warning 4-8

Table of Contents

4.5.3.1 Interoperability 4-9

4.5.4 Situational Awareness and Intelligence Gathering 4-10

4.5.4.1 Situational Awareness 4-10

4.5.4.2 Intelligence Gathering 4-10

4.5.4.3 Coordination with State Fusion Center 4-11

4.5.5 Resource Management..... 4-11

4.5.5.1 Volunteer and Donations Management..... 4-12

4.5.5.2 Resource Typing..... 4-13

4.5.5.3 Credentialing of Personnel..... 4-13

4.5.6 Access and Functional Needs Populations 4-14

4.5.7 Animals in Disaster 4-14

4.5.8 Demobilization 4-15

4.5.9 Transition to Recovery 4-15

4.6 Inter-jurisdictional Coordination 4-15

4.6.1 Municipalities 4-15

4.6.2 Mutual Aid..... 4-15

4.6.3 Special Service Districts 4-16

4.6.4 Private Sector 4-16

4.6.5 County Government..... 4-16

4.6.6 State Government..... 4-16

4.6.7 Federal Government..... 4-16

5 Command and Control 5-1

5.1 General 5-1

5.2 On-Scene Incident Management 5-1

5.3 Emergency Operations Center Support to On-Scene
Operations 5-1

5.4 Emergency Operations Center 5-2

5.4.1 Emergency Operations Center Activation 5-2

5.4.2 Emergency Operations Center Location 5-3

5.4.3 Emergency Operations Center Staffing 5-4

5.4.4 Access and Security 5-4

5.4.5 Deactivation 5-4

5.5 Incident Command System..... 5-5

5.5.1 Emergency Operations Center Incident Commander 5-6

5.5.2 Emergency Operations Center Command Staff..... 5-7

5.5.2.1 Safety Officer 5-7

5.5.2.2 Public Information Officer..... 5-7

5.5.2.3 Liaison Officer 5-8

5.5.3 Emergency Operations Center General Staff 5-8

5.5.3.1 Operations Section Chief 5-8

5.5.3.2 Planning Section Chief..... 5-9

5.5.3.3 Logistics Section Chief..... 5-9

5.5.3.4 Finance/Administration 5-10

5.5.4 Unified Command 5-10

5.5.5 Area Command..... 5-10

Table of Contents

5.5.6 Multi-Agency Coordination..... 5-11

6 Plan Development, Maintenance and Implementation 6-1

6.1 Plan Review and Maintenance 6-1

6.2 Training Program 6-1

6.3 Exercise Program 6-2

6.4 Event Critique and After Action Reporting 6-3

6.5 Community Outreach and Preparedness Education 6-3

6.6 Funding and Sustainment 6-3

A Sample Disaster Declaration Forms..... A-1

B Incident Command System Forms B-1

C Emergency Operations Center Position Checklists C-1

D References D-1

E Acronyms and Glossary E-1

Functional Annexes

- FA 1 – Emergency Services
- FA 2 – Human Services
- FA 3 – Infrastructure Services
- FA 4 – Recovery Strategy

Incident Annexes

- IA 1 – Drought
- IA 2 – Earthquake
- IA 3 – Major Fire
- IA 4 – Flood
- IA 5 – Severe Weather
- IA 6 – Volcano
- IA 7 – Hazardous Materials Incident
- IA 8 – Public Health Incident
- IA 9 – Terrorism
- IA 10 – Transportation Accident
- IA 11 – Utility Failure

THIS PAGE LEFT BLANK INTENTIONALLY

List of Tables and Figures

Figures

Figure 1-1	City of Rainier Emergency Operations Plan Organization	1-4
Figure 2-1	Map of City of City of Rainier	2-2
Figure 2-2	Map of Columbia County	2-3
Figure 5-1	Primary EOC Location	5-3
Figure 5-2	Alternate EOC Location	5-3
Figure 5-3	Columbia County EOC Location	5-3
Figure 5-4	Example of a Scalable Command Structure for the City ...	5-6
Figure 5-5	Example of Unified Command for the City	5-12
Figure C-1	EOC Position Organizational Chart.....	C-4

Tables

Table 1-1	City Functional Annex 1 – Emergency Services	1-5
Table 1-2	City Functional Annex 2 – Human Services	1-5
Table 1-3	City Functional Annex 3 – Infrastructure Services	1-6
Table 1-4	City Functional Annex 4 – Recovery Strategy.....	1-6
Table 1-5	Incident Annexes	1-6
Table 1-6	Legal Authorities	1-13
Table 1-7	City of Rainier Lines of Succession.....	1-18
Table 2-1	City of Rainier Identified Threats/Hazards	2-4
Table 2-2	Columbia County Hazard Analysis Matrix.....	2-5
Table 2-3	Core Capabilities by Mission Area	2-6
Table 3-1	Primary and Support Agencies by Function	3-22
Table 4-1	NIMS Incident Levels	4-5

List of Tables and Figures

Table 6-1 Minimum Training Requirements..... 6-2

Basic Plan

1

Introduction

1.1 General

The City of Rainier (City) emergency management mission is to coordinate and integrate prevention, mitigation, preparedness, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

Emergencies are handled effectively in the City 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 City 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 plan promulgates such a framework within the City that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders to bear on any incident. 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 City.

While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm its resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

Every person who lives or works in the City shares responsibility for minimizing the impact of disasters on our community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety and self-sufficiency. To the greatest extent possible, the City will assist its citizens 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

1. Introduction

damage the City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens 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

The City of Rainier EOP outlines the City's approach to emergency response and enhances the City's ability to protect the safety, health and welfare of its citizens. It describes the City'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 in the City. The EOP:

- Includes all hazards and types of emergencies likely to impact the City.
- 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.
- Identifies roles and responsibilities of City 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 City, Columbia County (County), special districts, and other agencies/organizations can integrate their emergency planning and response and recovery activities.

1.2.2 Scope

The EOP is activated whenever the City 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 unincorporated areas of the City, incorporated

1. Introduction

municipalities, or a combination thereof. This plan is intended to guide the City's 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, City 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 elected 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 City manages the wide range of risks to which it is subject.

1.3 Plan Activation

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

- Incidents in or affecting the City.
- Health emergencies in or affecting the City.
- Non-routine life-safety issues in or affecting the City.

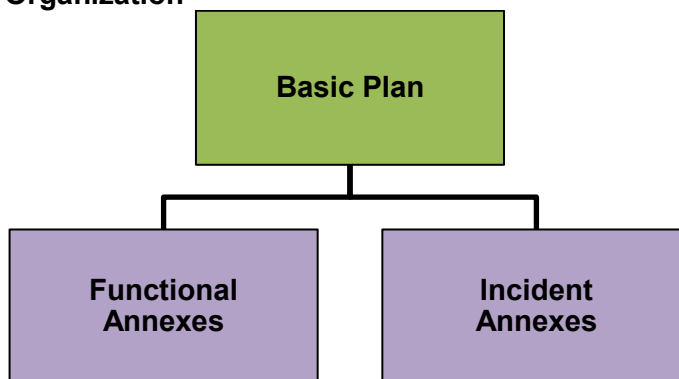
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Manager, or designee, may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander.

1.4 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with appendices).
- Functional Annexes (FAs).
- Incident Annexes (IAs).

Figure 1-1 City of Rainier 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 City has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Describe the context under which the City 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 the City's employees tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.
- Discuss the City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting additional resources from County agencies. For the purposes of this EOP, information regarding common management functions

1. Introduction

performed by the City and supporting agencies and organizations are streamlined into four FAs, which supplement the information in the Basic Plan:

- FA 1 – Emergency Services.
- FA 2 – Human Services.
- FA 3 – Infrastructure Services.
- FA 4 – Recovery Strategy.

Tables 1-1 through 1-4 show the relationship between the City’s FAs and the Emergency Support Functions (ESFs) in County, State, and federal plans, as defined by the National Response Framework (NRF). City emergency personnel should be familiar with the County’s EOP and ESF structure and understand how the City’s response would coordinate with the County during an emergency event.

County ESFs	City Function
ESF 2 – Communications	Emergency Communications
ESF 4 – Firefighting	Fire Services
ESF 8 – Public Health and Medical Services	Emergency Medical Services
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information
NOTE: Additional functions described in the Emergency Services Annex may include: <ul style="list-style-type: none"> ■ Evacuation and Population Protection 	

County ESFs	City Function
ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services	Mass Care Emergency Assistance Housing Human Services
ESF 8 – Public Health and Medical Services	Public Health Environmental Health
ESF 11 – Agriculture and Natural Resources	Animals in Disaster
NOTE: Additional functions described in the Human Services Annex may include: <ul style="list-style-type: none"> ■ Worker Health and Safety 	

1. Introduction

Table 1-3 City Functional Annex 3 – Infrastructure Services	
County ESFs	City Function
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions described in the Infrastructure Services Annex may include: <ul style="list-style-type: none"> ▪ Debris Management 	

Table 1-4 City Functional Annex 4 – Recovery Strategy	
County ESFs	City Function
ESF 14 – Long-Term Community Recovery	Damage Assessment Public Assistance Individual Assistance
NOTE: Additional functions described in the Recovery Strategy Annex may include long-term recovery activities such as: <ul style="list-style-type: none"> ▪ Community Planning and Capacity Building ▪ Economic Recovery ▪ Health and Social Services Recovery ▪ Housing Recovery ▪ Infrastructure Systems Recovery ▪ Natural and Cultural Resources Recovery 	

1.4.3 Incident Annexes

Additionally, IAs are included with the Basic Plan to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the City. Incident types are based on the hazards identified in the most recent Hazard Identification and Vulnerability Assessment conducted for the County.

Table 1-5 Incident Annexes	
Annex	Hazard
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire
IA 4	Flood
IA 5	Severe Weather
IA 6	Volcano
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Terrorism

Table 1-5 Incident Annexes	
Annex	Hazard
IA 10	Transportation Accident
IA 11	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 Federal Plans

1.5.1.1 Presidential Policy Directive 8

Presidential Policy Directive 8: National Preparedness (PPD-8) describes the United States' approach to preparing for the threats and hazards that pose the greatest risk to the security of the nation. This directive is based on the principle that national preparedness is the shared responsibility of all members of the nationwide community. Every member contributes to this goal, including individuals, smaller communities, the private and nonprofit sectors, faith-based organizations, and federal, State, and local governments.

1.5.1.1.1 National Preparedness Goal

The National Preparedness Goal outlined in PPD-8 characterizes the United States' security and resilience by identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and nationwide approach as its foundation.

Using the core capabilities, we achieve the National Preparedness Goal by:

- Preventing, avoiding, or stopping a threatened or actual act of terrorism.
- Protecting our citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows our interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic, and

1. Introduction

environmental fabric of communities affected by a catastrophic incident.

1.5.1.1.2 National Preparedness System

The National Preparedness System is the instrument the United States will employ to build, sustain, and deliver the mission areas and core capabilities identified in the National Preparedness Goal, in order to ensure the nation's security and resilience. The guidance, programs, processes, and systems that support each component of the National Preparedness System enable a collaborative, whole-community approach to national preparedness that engages individuals, families, smaller communities, private and nonprofit sectors, faith-based organizations, and all levels of government.

1.5.1.2 National Incident Management System

In 2003, Homeland Security Presidential Directive 5 (HSPD-5) required all federal agencies to adopt NIMS and use it to guide incident management. NIMS 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.

A core component of NIMS is ICS. ICS is a management system designed to enable effective, efficient incident management by integrating a combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.

1.5.1.3 National Response Framework

The NRF is a guide to how state and federal government should conduct all-hazards response. It is built upon 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.

The NRF organizes the types of response assistance a state is most likely to need into 15 ESFs. Each ESF has a primary agency assigned for maintaining and coordinating response activities.

1.5.1.4 National Disaster Recovery Framework

The 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. Introduction

The National Disaster Recovery Framework defines:

- Core recovery principles.
- Roles and responsibilities of recovery coordinators and other stakeholders.
- A coordinating structure that facilitates communication and collaboration among all stakeholders.
- Guidance for pre- and post-disaster recovery planning.
- The overall process by which communities can capitalize on opportunities to rebuild stronger, smarter, and safer.

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon Emergency Management Plan is developed, revised, and published by the Director of the Oregon Military Department, Office of Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.092, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State of Oregon (State) and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon Emergency Management Plan consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the EMO; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

1. Introduction

Activation and implementation of the Oregon Emergency Management Plan (or specific elements of the plan) may occur under various situations. The following criteria would result in activation of the Emergency Management Plan, including the EOP:

- The Oregon Emergency Response System (OERS) receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor issues a “State of Emergency” declaration.
- A Statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- An alert, site emergency, or general emergency is declared at the Washington Hanford Nuclear Reservation in Washington State or at the research reactors at Oregon State University or Reed College.
- A localized emergency escalates, adversely affecting a larger area or jurisdiction and exceeding local response capabilities.
- A geographically limited disaster requires closely coordinated response by more than one State agency.
- An affected city or county fails to act.

1.5.3 County Plans

The City relies on the County for many critical services during an emergency, so it is vital for the City to be familiar with the County’s plans and how they link with City emergency plans.

1.5.3.1 Columbia 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, throughout 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. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways and legal authorities involved with critical decision making and resource allocation by local and County governments. The 15 ESF annexes supplement the information in the Basic Plan and are consistent with the support functions identified in State and federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing

1. Introduction

resources and services most likely needed throughout all phases of an emergency. In addition, the County EOP contains IAs that provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

If capabilities or resources prove limited or unavailable to the City during an emergency or disaster, escalation pathways and resource request procedures for seeking additional resources through County, State, or federal agencies are clearly defined in each County ESF.

1.5.3.2 Columbia County Multi-Jurisdictional Hazard Mitigation Plan

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

See Chapter 2 for a more detailed hazard analysis.

1.5.3.3 Public Health Preparedness Program

The Local Public Health Authority 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.

County public health administrators are charged with the strict and thorough enforcement of the public health laws of Oregon. As part of their duties, they may enact protective public health measures on matters relating to the preservation of life and health of the people of the State. Except for a naturally occurring pandemic, a bioterrorism event may be the most challenging experience the public health arena will ever face. The control of such an epidemic requires a coordinated effort of public health, public safety agencies, and emergency management organizations traditionally lacking in integrated operations.

1.5.3.4 Columbia County Wildfire Protection Plan

The Columbia County Wildfire Protection Plan is the result of a Countywide effort initiated to reduce wildland fire risk to communities and their citizens, the environment, and quality of life within the County. Citizens, fire districts, County staff or elected officials, and agency representatives have worked together to create a plan that will be successful in implementing fuels reduction projects, fire prevention education campaigns, and other fire-related programs.

1. Introduction

Developed by the Columbia County Fire Defense Board, which is composed of rural fire protection districts, local government, State and federal agencies, and community-based organizations, the plan's mission is to enhance community safety and values through fuel hazard reduction, risk reduction, and fire prevention and reduce the risk from wildland fire to life, property, and natural resources in the County.

1.5.4 City Plans

The City EOP is part of a suite of plans that address various elements of the City's emergency management program. While the EOP is focused on short-term recovery, other plans address the City's approach to mitigation, continuity, and other aspects of emergency management. These plans work in concert with the City EOP, and are outlined below.

1.5.4.1 Continuity of Operations

The City has not formalized a City Continuity of Operations (COOP) plan to date. However, once it has been developed and implemented, the COOP plan may be used in conjunction with the EOP during various emergency situations. The COOP plan details the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. These plans identify essential functions of local government, private-sector businesses, and community services and delineate procedures to support their continuation. COOP plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.
- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

1. Introduction

1.5.5 Support Agency Plans

The City’s EMO is supported by a number of partner agencies. To the greatest extent possible, the City will encourage support agencies to design their plans to complement the City EOP, and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages. Support agency plans include:

- Columbia County Ambulance Service Area Plan.

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. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a state of emergency.

The City conducts all emergency management functions in a manner consistent with NIMS. Procedures supporting NIMS implementation and training for the City will be developed and formalized by the City EMO.

Through promulgation of this plan, the Police Department has been identified as the lead agency in the EMO. The Police Chief, given the collateral title of Emergency Manager, has the authority and responsibility for the organization, administration, and operations of the EMO. The Emergency Manager may delegate any of these activities to designees, as appropriate.

Table 1-6 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-6 Legal Authorities	
Federal	
–	<u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u>
–	<u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u>
–	<u>National Disaster Recovery Framework</u>
–	<u>National Incident Management System (NIMS)</u>
–	<u>National Preparedness Goal</u>
–	<u>National Response Framework (NRF)</u>
–	<u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u>
–	<u>Presidential Policy Directive 8: National Preparedness</u>
–	<u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u>

1. Introduction

Table 1-6 Legal Authorities
State of Oregon
<ul style="list-style-type: none"> – Oregon Revised Statutes (ORS) 294.481 – Authorization to Receive Grants or Borrow or Expend Moneys to Respond to Public Emergency – Oregon Revised Statutes 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
Columbia County
<ul style="list-style-type: none"> – Columbia County Order Number 4-99, January 27, 1999 (establishing internal work priorities during times of emergency) – Columbia County Order Number 35-99, June 9, 1999 (establishing an Emergency Management Department separate from the General Services Department) – Homeland Security and Emergency Management Intergovernmental Agreement
City of Rainier
<ul style="list-style-type: none"> – None at this time.

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) 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). Personnel, supplies, and services 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 individual FAs for existing mutual aid agreements.

Copies of these documents can be accessed through the individual departments. 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

Based on local ordinances and State statutes, a local declaration by the City Council allows for flexibility in managing resources under emergency conditions, such as:

- Diverting funds and resources to emergency operations to meet immediate needs.
- 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 City Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

1.7.2 City of Rainier Disaster Declaration Process

The City may declare an emergency for any of several reasons, such as authorizing additional budget authority, implementing emergency measures, or accessing County, State, or federal disaster assistance. To declare a state of emergency, the City Administrator or Emergency Manager will either:

- Call a regular or special meeting of the City Council to request a declaration of emergency by the council; or
- Immediately declare an emergency in writing. If the City Administrator or Emergency Manager declares an emergency, the City Council must ratify that declaration within seven days, or it will expire.

A declaration by the City Council will be effective for no longer than two weeks, but it may be extended in one-week increments, should an emergency continue to exist.

A declaration shall:

1. Introduction

- Describe the nature of the emergency.
- Designate the geographic boundaries of the area where the emergency exists, and the portion of the affected area lying within City 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 City Attorney may be consulted to review the declaration of emergency for legality or sufficiency of emergency measures and emergency powers invoked within the document.

If County, State, or federal assistance is needed, it must also declare that all appropriate and available local resources have been expended and contain a specific request for the type(s) of assistance required.

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

- **EOC Incident Commander:** Present the package to City Council.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the initial damage assessment.
- **Planning:** Provide situation and resource summaries; conduct a windshield survey and initial and preliminary damage assessments.
- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the preliminary damage assessment, and coordinate damage survey activities.

See Appendix A for sample Disaster Declaration forms.

1. Introduction

1.7.3 Columbia County Declaration Process

Under ORS 401, a local state of emergency may be declared by any two County officials listed by the County Emergency Management Ordinance. The effect of the declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. Assistance will be requested from neighboring jurisdictions in accordance with existing mutual aid agreements and then through the State when the emergency's requirements exceed local government's capability to respond.

If the emergency area is within a city, the Chief Executive(s) of that City must process requests for assistance through the County Emergency Management Office. Requests for a State Declaration shall be made by the Executive Officer(s) of the County in which the emergency event is occurring. State assistance will be provided only after a "good faith" effort has been made, local resources are exhausted or nearing depletion, and mutual aid agreements have been initiated. Local resources include those available under mutual aid or through the County.

If circumstances prohibit timely action by the Board of County Commissioners, the Chair of the Board or the succeeding Commissioner may verbally declare a state of emergency. For purposes of the immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration. A formal review before the Board of County Commissioners will follow as soon as prudently possible, with a signed order replacing the emergency order.

1.7.4 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated.

The State OEM Operations Officer coordinates with the agencies represented in the State 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 local emergency management organization or to the local Incident Commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

1.7.5 Federal Assistance

The Federal Emergency Management Agency (FEMA) provides resources, coordination, planning, training, and funding to support state and local jurisdictions when requested by the Governor.

1. Introduction

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 requested. OEM coordinates all requests for federal assistance through the State ECC. FEMA coordinates the Governor’s Presidential request for assistance in accordance with the NRF.

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-7 provides the policy and operational lines of succession during an emergency for the City.

Table 1-7 City of Rainier Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
Emergency Manager (Police Chief)	Mayor
City Administrator	Council President
Public Works Foreman/Lead	Councilmembers (in order of seniority)

Each City 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 each individual department. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City are responsible for developing and implementing continuity of government and operations plans to ensure continued delivery of vital services during an emergency.

1.8.2 Preservation of Vital Records

Each City 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.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager to County Emergency Management according to provisions outlined under ORS Chapter 401.

The Emergency Manager of the City is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the 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 Columbia River Fire & Rescue Chief and County 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.

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect its funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council. If an incident in the City requires major redirection of City fiscal resources, the City Council will meet in emergency session to decide how to respond to the emergency funding needs, declare a state of emergency, and request assistance through the County as necessary. The following general procedures will be carried out:

- The City Council will meet in emergency session to decide how to respond to the emergency funding needs.
- The City Council will declare a State of Emergency and request assistance through the County.
- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Administrator (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for

1. Introduction

all incident-related personnel time, losses, and purchases will be established by the Finance Section.

Expenditure reports should be submitted to the City Administration and managed through the City Administrator to identify budgetary shortfalls. City Administration 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. During activation of the City EOC, financial management will be handled by the Finance Section, which will be staffed by the Finance Department.

1.9.3 Legal Support and Liability Issues

Liability issues and potential concerns among government agencies, private entities, and other response partners and across jurisdictions are addressed in existing mutual aid agreements and other formal memoranda established for the City and its surrounding areas.

1.9.4 Reporting and Documentation

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

- Incident and damage assessment reports.
- Incident command logs.
- Cost recovery forms.
- Incident critiques and after action reports (AARs).

1.10 Safety of Employees and Family

All department heads (or designees) are responsible for the safety of employees. Employees should attempt to contact their supervisors and managers within the first 24 hours following an incident. Emergency 9-1-1 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide

1. Introduction

health and medical services during a pandemic or other type of public health emergency.

Currently, plans formally addressing the safety and protection of medical personnel and response staff during a biological incident and/or contagious outbreak have not been developed. Safety precautions and personal protective equipment decisions will be specific to the type of incident and will require just-in-time training among the first responder community and other support staff to implement appropriate procedures.

If necessary, the Oregon Occupational Safety and Health Administration, in coordination with the Oregon Health Authority, may provide assistance and guidance on worker safety and health issues.

While all City 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 expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the City and its citizens as rapidly as possible.

Processes that support employees and their families during emergency situations or disasters should be further developed through ongoing COOP planning.

THIS PAGE LEFT BLANK INTENTIONALLY

2

Situation and Planning Assumptions

2.1 Situation

The City of Rainier is exposed to many hazards, all of which have the potential to disrupt the community, cause damage, and create casualties. Possible natural hazards include droughts, floods, wildfires, and winter storms. The threat of a war-related incident such as a nuclear, biochemical, or conventional attack is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

2.1.1.1 Geography

Rainier is located on the south bank of the Columbia River across from Kelso and Longview, Washington.

The Lewis and Clark Bridge spans the Columbia River, linking Rainier to Longview, Washington. It is the only bridge spanning the river between Portland and Astoria, Oregon.

2.1.1.2 Demographics

As of the census of 2010, there were 1,895 people and 502 families residing in the City. The racial makeup of the City was 93.1% White, 0.2% African American, 1.3% Native American, 1.3% Asian, 0.1% Pacific Islander, 1.5% from other races, and 3.6% from two or more races. Hispanic or Latino residents of any race made up 4.0% of the population.

There were 818 households in the City, of which 26.2% had children under the age of 18 living with them, 46.8% were married couples living together, 10.9% had a female householder with no husband present, and 38.6% were non-families. Thirty-two point three percent of all households were made up of individuals, and 12.7% had someone living alone who was 65 years of age or older. The average household size was 2.32, and the average family size was 2.91.

Ages of residents in the City were fairly evenly distributed, with 23.9% under the age of 19, 4.9% from 20 to 24, 22.8% from 25 to 44, 30.4% from 45 to 64, and 17.9% who were 65 years of age or older. The median age was 43.9 years.

2.1.1.3 Transportation

The Portland and Western Railroad runs through the City. Amtrak passenger rail service is available across the Columbia River in Kelso at the Kelso Multimodal

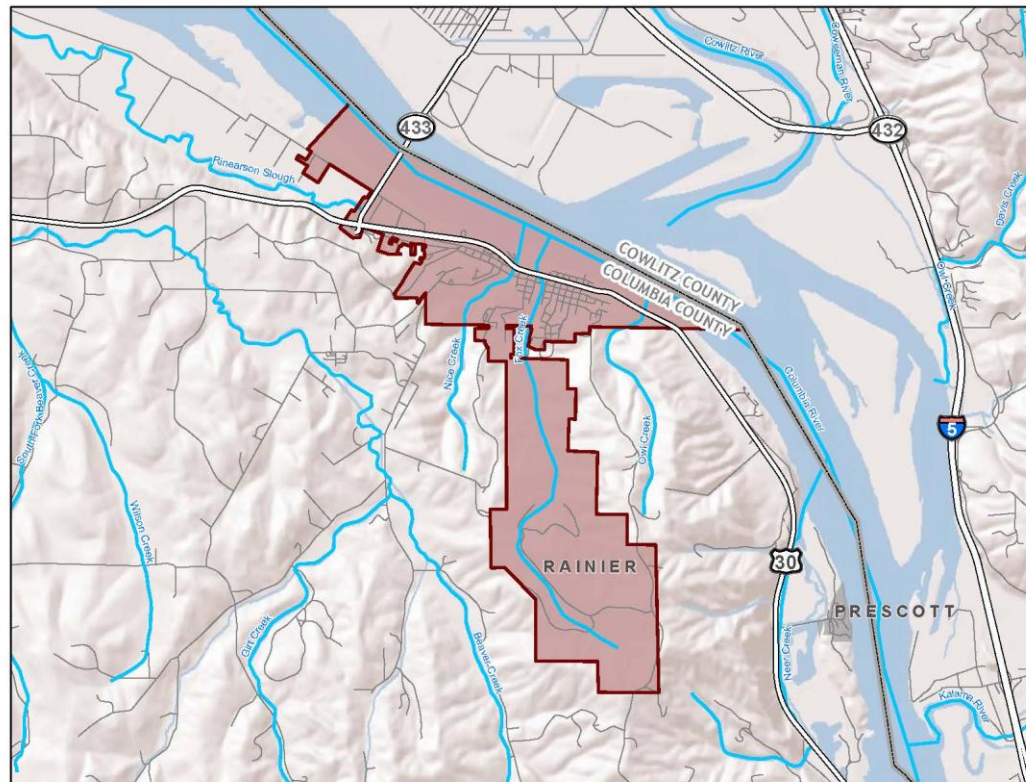
2. Situation and Assumptions

Transportation Center. The City is serviced by Columbia County Rider bus service.

2.1.1.4 Community Events

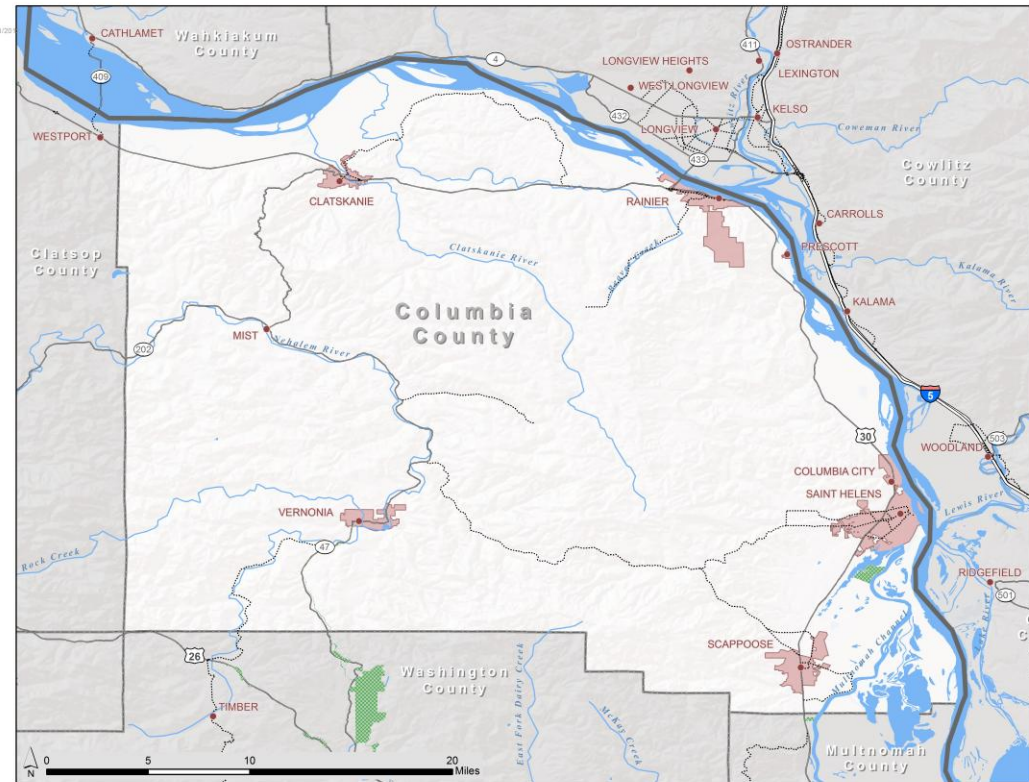
- Rainier Days in the Park (weekend after the 4th of July).
- Seattle to Portland Bicycle Classic (bicycling event; 10,000 people participate).

Figure 2-1 Map of City of City of Rainier



2. Situation and Assumptions

Figure 2-2 Map of Columbia County



2.1.2 Hazards and Threats

The following sections address the hazards and threats to which the City is subject.

2.1.3 Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats.

- **Natural Hazards.** Result from acts of nature.
- **Technological Hazards.** Result from accidents or the failures of systems and structures.
- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.

Table 2-1 identifies the hazards and threats most likely to impact the City based on the community's vulnerability and the resulting potential impacts of those hazards and threats.

2. Situation and Assumptions

Table 2-1 City of Rainier Identified Threats/Hazards		
Natural	Technological	Human-Caused
<ul style="list-style-type: none"> • Drought • Earthquake • Flood • Landslide/Rock Falls • Severe Weather • Volcanic Eruption • Wildland/Urban Interface Fire • Windstorm 	<ul style="list-style-type: none"> • Critical Infrastructure Disruption • Hazardous Materials Incident 	<ul style="list-style-type: none"> • Civil Disorder/Terrorism • Mass-Casualty Incident • Multiple Casualty Incidents • Transportation Accidents

See the Columbia County Multi-Jurisdictional Hazard Mitigation Plan for more information regarding hazards for the area.

2.1.3.1 Hazards that Originate in Neighboring Jurisdictions

In addition to the hazards identified above, hazards that originate in neighboring jurisdictions may create hazard conditions within the City. These hazards include:

- **Tsunami.** As the City is located adjacent to a travel route from the Oregon coast, the City may be impacted by this proximity and the associated needs of residents fleeing a tsunami. The City may be additionally impacted if a regional earthquake is the cause of the tsunami.
- **Volcano.** Similar to the tsunami hazard, a volcanic eruption in the Mt. Hood area may result in residents traveling through the City to escape its effects.
- **Chemicals.** Longview, Washington, is home to a number of mills that utilize chemicals and may pose a potential health risk if there is an accidental release.

2.1.4 Hazard Analysis

In the Hazard Analysis, each hazard and threat described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion’s severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a

2. Situation and Assumptions

consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-2 Columbia County Hazard Analysis Matrix					
Hazard	Rating Criteria with Weight Factors				Total Score
	History¹ (WF=2)	Vulnerability² (WF=5)	Max Threat³ (WF=10)	Probability⁴ (WF=7)	
<i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i>					
Flood	20	100	100	70	290
Severe Weather	20	100	100	35	255
Earthquake	10	100	100	7	217
Transportation Accident	20	50	50	70	190
Hazardous Materials	10	50	50	70	180
Multiple Casualty Incident	20	10	10	70	110
Volcanic Eruption	2	50	50	7	109
Wildland/Urban Interface Fire	10	50	10	35	105
Drought	10	10	50	35	105
Civil Disorder/Terrorism	2	10	10	7	29
Notes:					
1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.					
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.					
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.					
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.					

2.1.5 Capability Assessment

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

The City has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction’s prevention, protection, response, and recovery capabilities involving the defined hazards. It

2. Situation and Assumptions

will also further describe the jurisdiction’s limitations on the basis of training, equipment, and personnel.

Table 2-3 Core Capabilities by Mission Area				
Prevention	Protection	Mitigation	Response	Recovery
Planning				
Public Information and Warning				
Operational Coordination				
Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection	Access Control and Identify Verification Cybersecurity Intelligence and Information Sharing Interdiction and Disruption Physical Protective Measures Risk Management for Protection Programs and Activities Screening, Search, and Detection Supply Chain Integrity and Security	Community Resilience Long-Term Vulnerability Reduction Risk and Disaster Resilience Assessment Threats and Hazard Identification	Critical Transportation Environmental Response/Health and Safety Fatality Management Services Infrastructure Systems Mass Care Services Mass Search and Rescue Operations On-Scene Security and Protection Operational Communications Public and Private Services and Resources Public Health and Medical Services Situational Assessment	Economic Recovery Health and Social Services Housing Infrastructure Systems Natural and Cultural Resources

2.1.6 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) are owned and operated by the City or local partners and support the delivery of critical and essential services. This is essential to the City’s security, public health and safety, and economic vitality. CIKR include the assets, systems, networks, and functions that provide vital services to the City, State, region, and sometimes the nation. Emergencies, natural hazards, and terrorist attacks on CIKR could significantly disrupt those

2. Situation and Assumptions

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 administrative 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

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol
- Each responding City and County agency will utilize existing directives and procedures in responding to major emergencies/disasters.
- Environmental, technological, and civil emergencies may be of a magnitude and severity that State and federal assistance is required.
- County support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.

2. Situation and Assumptions

- 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 to 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 City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions over the United States and identifies possible targets.
- A terrorist-related incident or attack may occur with or without warning. If such an attack occurs, the City could be subject to radioactive fallout or other hazards associated with 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 City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.

3

Roles and Responsibilities

3.1 General

Local and County 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 be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the incident's size and severity of impacts, as well as the availability of local resources. Thus, it is imperative to develop and maintain depth of qualified staff within the command structure and response community.

County Emergency Management is responsible for emergency management planning and operations for the incorporated municipalities of the County. The mayor or other designated official (pursuant to city charter or ordinance) of each incorporated municipality is responsible for emergency management planning and operations for that jurisdiction. (These responsibilities may be shared with County Emergency Management under agreement.)

The City of Rainier 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 in all facets of an emergency, each agency and department is responsible for ensuring that critical staff are identified and trained at a level that enables effective execution of existing response plans, procedures, and policies.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent.

Most City 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

The City does not have an office or division of emergency management services separate from its existing departments. For the purposes of this plan, the City's emergency management structure will be referred to generally as the City EMO. Under this structure, the Police Chief is considered the Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

3. Roles and Responsibilities

The Emergency Manager may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other City staff.

Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the City is divided into two general groups, organized by function—the Executive Group and Emergency Response Agencies.

3.2.1 Executive Group

The Executive Group may include representation from each City department during an event. The Executive 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 local elected and appointed officials include:

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

3.2.1.1 Mayor and City Council

The ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies, this responsibility includes citizen involvement and citizen assistance, issuing policy statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the council will provide elected liaison with the community and

3. Roles and Responsibilities

other jurisdictions. In the event of a need for a state of emergency, the Mayor (or designee) will initiate and terminate the state of emergency through a declaration ratified by the council.

General responsibilities of the Mayor and City Council include:

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

3.2.1.2 City Administrator

The City Administrator is responsible for continuity of government, overall direction of City emergency operations, and dissemination of public information.

The City Administrator is responsible for:

- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring, through the City Recorder that plans are in place for the protection and preservation of City records.

3.2.1.3 Emergency Manager

The Police Chief serves as the Emergency Manager for the City. The Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Manager works with the Executive Group to ensure that there are unified objectives with regard to the City’s emergency plans and activities, including coordinating all aspects of the City’s capabilities. The Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Manager is responsible for:

3. Roles and Responsibilities

- Serving as staff advisor to the City Council and City Administrator for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory.
- Ensuring the operational capability of the City EOC.
- Activating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and County Emergency Management.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 City Department Heads

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

3.2.2 Responsibilities of All Departments

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 City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for

3. Roles and Responsibilities

each department.

- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs 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.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Dedicating staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting SOPs and annexes.

3.2.3 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 departments/districts, law enforcement, emergency medical service (EMS) providers, and the public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only have the responsibility of **coordinating** with other primary or supporting agencies to ensure continuity.

3. Roles and Responsibilities

■ Primary Agency(s)

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

■ Supporting Agency(s)

- Identify agencies with substantial support roles during major incidents.

3.2.3.1 Transportation

Primary Agency: City Public Works Department, City Police Department

Supporting Agencies: County Road Department, County Sheriff's Office

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas, number of potential evacuees, and number of people requiring transportation to reception areas (including vulnerable 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.
- 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.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more details.

3. Roles and Responsibilities

3.2.3.2 Communications

Primary Agency: Columbia 9-1-1 Communications District, City Police Department

Supporting Agencies: County Sheriff's Office, Amateur Radio Emergency Services (ARES)

Alert and Warning

Responsibilities related to alert and warning include:

- Disseminating emergency public information, as requested by the Incident Commander or PIO.
- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.

See FA 1 – Emergency Services and the County EOP, ESF 2 – Communications for more details.

3.2.3.3 Public Works and Engineering

Primary Agency: City Public Works

Supporting Agencies: County Road Department, Hudson Garbage Service

Responsibilities related to public works and engineering include:

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, the wastewater treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.

3. Roles and Responsibilities

- Condemning unsafe structures.
- Directing temporary repair of essential facilities.

See FA 3 – Infrastructure Services and the County EOP, ESF 3 – Public Works and Engineering for more details.

3.2.3.4 Firefighting

Primary Agency: Columbia River Fire and Rescue

Supporting Agencies: Office of State Fire Marshal

Responsibilities related to fire service include:

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

See FA 1 – Emergency Services and the County EOP, ESF 4 – Firefighting for more details.

3.2.3.5 Emergency Management

Primary Agency: City Police Department

Supporting Agencies: City Administration, City Public Works Department, Mayor and City Council, County Emergency Management

Emergency Operations Center

The Emergency Manager has the responsibility for maintaining the readiness of the EOC and identifying support staff and ensuring they are adequately trained to perform their position duties. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during an emergency. Other departments may be requested to provide assistance in an emergency.

The following tasks are necessary for the City 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.

3. Roles and Responsibilities

- Maintaining contact with neighboring jurisdictions and the County EOC.
- Maintaining the EOC in an operating mode, as required by the incident, or ensuring that the EOC space can be converted into 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.

See Chapter 5 – Command and Control, FA 1 – Emergency Services, and the County EOP Basic Plan and ESF 5 – Emergency Management for more details.

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services

Primary Agency: American Red Cross, Public Health Foundation of Columbia County (Local Public Health Authority), City Police Department

Supporting Agencies: County Animal Control, Community Action Team, Community Emergency Response Team (CERT), Help Our People Eat (HOPE)

The City relies on the support of the County to provide Shelter and Mass Care Services and has adopted the procedures outlined in the County EOP. The Local Public Health Authority, with support from the Oregon Trail Chapter of the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, 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:

- Maintaining the Community Shelter Plan and Columbia County Animal Plan.
- Supervising the Shelter Management program (stocking, marking and equipping, etc.) for natural disasters.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.

3. Roles and Responsibilities

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.
- Coordinating with faith-based organizations and other volunteer agencies.
- Identifying emergency feeding sites (coordinating with the Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organization).
- Securing sources of emergency food supplies (with the Red Cross and Salvation Army).
- Coordinating operation of shelter facilities operated by the City or County, 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.

See FA 2 – Human Services and the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources for more details.

3.2.3.7 Logistics Management and Resource Support

Primary Agency: City Administration

Supporting Agencies: County Emergency Management, Community Action Team, CERT, Hudson Garbage Service, Clatskanie Public Utilities District, Rainier Chamber of Commerce

Responsibilities related to logistics management and resource support include:

- 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 City departments requiring augmentation.

3. Roles and Responsibilities

- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

See FA 1 – Emergency Services and the County EOP, ESF 7 – Logistics Management and Resource Support for more details.

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

Primary Agency: City Administration, Local Public Health Authority

Supporting Agencies: Columbia Community Mental Health, Medical Reserve Corps

The City relies on the County to provide public health and human services. The County Public Health Administrator 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. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County 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 populations with functional needs.
- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Deputy Medical Examiners and Funeral Directors to provide identification and management of the dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.
- Coordinating dissemination of public health information.

3. Roles and Responsibilities

- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

See FA 2 – Human Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

Emergency Medical Services

Primary Agency: Columbia River Fire and Rescue

Supporting Agencies: Area Medical Facilities

EMS responsibilities include:

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

See FA 1 – Emergency Services and the County EOP, ESF 8 – Public Health and Medical Services for more details.

3.2.3.9 Search and Rescue

Primary Agency: City Police Department, County Sheriff’s Office, Columbia County Search and Rescue

Supporting Agencies: Columbia River Fire and Rescue, CERT

Responsibilities related to search and rescue 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 monitoring training standards for certification of search and rescue personnel.

See FA 1 – Emergency Services and the County EOP, ESF 9 – Search and Rescue for more details.

3.2.3.10 Oil and Hazardous Materials Response

Primary Agency: Columbia River Fire and Rescue

Supporting Agencies: Oregon State Fire Marshal Hazmat Teams
(HazMat 07/Portland)

Hazardous Materials Response

Responsibilities related to oil and hazardous materials include:

3. Roles and Responsibilities

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

Radiological Protection

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

See FA 1 – Emergency Services and the County EOP, ESF 10 – Oil and Hazardous Materials for more details.

3.2.3.11 Agriculture and Natural Resources

Primary Agency: Local Public Health Authority, City Administration

Supporting Agencies: Columbia Soil and Water Conservation District, County Animal Control

Responsibilities related to agriculture and natural resources include:

- Provision of nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.

3. Roles and Responsibilities

- 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.

See FA 2 – Human Services and the County EOP, ESF 11 – Agriculture and Natural Resources for more details.

3.2.3.12 Energy and Utilities

Primary Agency: City Public Works Department, Clatskanie Public Utilities District, NW Natural Gas

Supporting Agencies: County Road Department

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.

See FA 3 – Infrastructure Services and the County EOP, ESF 12 – Energy for more details.

3.2.3.13 Law Enforcement Services

Primary Agency: City Police Department

Supporting Agencies: County Sheriff's Office

Responsibilities related to law enforcement include:

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

See FA 1 – Emergency Services and the County EOP, ESF 13 – Public Safety and Security for more information.

3. Roles and Responsibilities

3.2.3.14 Recovery

Primary Agency: Mayor and City Council

Supporting Agencies: City Administration, City Police Department, City Public Works Department, Rainier Chamber of Commerce, County Emergency Management

Recovery-related responsibilities include:

- Directing emergency recovery in times of disaster by providing leadership in coordinating private and governmental-sector emergency recovery efforts.
- Participating with County and State partners to conduct damage assessments; identifying and facilitating availability and use of recovery funding.
- Accessing recovery and mitigation grant and insurance programs; providing outreach, public education, and community involvement in recovery planning.
- Coordinating logistics management and resource support, providing assistance as needed.
- Locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the City.

See FA 4 – Recovery Strategy and the County EOP, ESF 14 – Long-Term Community Recovery for more detail.

3.2.3.15 External Affairs

Primary Agency: Mayor and City Council, City Administration, City PIO

Supporting Agencies: City Police Department, County PIO, County Emergency Management, Rainier Chamber of Commerce

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 the City's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.

3. Roles and Responsibilities

- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

See FA 1 – Emergency Services and the County EOP, ESF 15 – External Affairs for more details.

3.2.3.16 Evacuation and Population Protection

Primary Agency: City Police Department

Supporting Agencies: City Public Works Department, County Sheriff's Office

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City 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 FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Primary Agency: City Administration

Supporting Agencies: City Police Department, City Public Works Department, County Emergency Management, County Road Department, County Sheriff's Office, CERT

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Providing trained staff to support damage assessment operations, including data management and geographic information system (GIS) mapping.

3. Roles and Responsibilities

- Assisting in reporting property damage to public and private facilities, as well as compiling human impacts (injuries and fatalities) that result from the incident.
- Assisting in determining the geographic extent of the damaged area.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See FA 4 – Recovery strategy for more details.

3.2.3.18 Legal Services

Primary Agency: City Administration

Supporting Agencies: City Attorney (by contract)

Responsibilities related to legal services include:

- Advising City officials regarding 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 City officials in determining how the City can pursue critical objectives while minimizing potential exposure.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

3. Roles and Responsibilities

3.2.3.19 Volunteer and Donation Management

Primary Agency: City Administration, United Way of Columbia County

Supporting Agencies: Citizen Emergency Response Team, Medical Reserve Corps, Community Action Team, ARES

Government-Sponsored Volunteers

Responding to incidents frequently exceeds the City's resources. Government-sponsored volunteer organizations such as CERT, Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks.

Unaffiliated Volunteers and Donations

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

3.2.3.20 Coordination with Special Facilities

Primary Agency: City Administration

Supporting Agencies: County Emergency Management

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

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

3.2.3.21 Other Agency Responsibilities

Other City 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 City Administrator.

3.3 Local and Regional Response Partners

The City's emergency organization is supported by a number of outside organizations, including the County, service organizations, and the private sector.

3. Roles and Responsibilities

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County 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 responsibilities include:

- Planning for the protection of employees, infrastructure, and facilities.
- Planning for the protection of information and the continuity of business operations.
- Planning for, responding to, and recovering from incidents that impact private-sector infrastructure and facilities.
- Collaborating with emergency management personnel before an incident occurs to ascertain what assistance may be necessary and how private-sector organizations can help.
- Developing and exercising emergency plans before an incident occurs.
- Where appropriate, establishing mutual aid and assistance agreements to provide specific response capabilities.
- Providing assistance (including volunteers) to support local emergency management and public awareness during response and throughout the recovery process.

3.3.2 Nongovernmental Organizations

Nongovernmental organizations play enormously important roles before, during, and after an incident. In the City, nongovernmental organizations such as the Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental organizations collaborate with responders, government 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 shelter, and assistance with post-emergency cleanup.

3. Roles and Responsibilities

- Identifying those whose needs have not been met and helping to coordinate assistance.

3.3.3 Individuals and Households

Although not formally a part of the City's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

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

3.4 County Response Partners

The County Emergency Manager has been appointed under the authority of the Board of County Commissioners. The County Emergency Manager is responsible for developing a Countywide emergency management program that, through cooperative planning efforts with the incorporated communities of the County, will provide a coordinated response to a major emergency or disaster.

See the County Emergency Operations Plan for details on the County's emergency management organization and detailed roles and responsibilities for County departments.

3.5 State Response Partners

Under the provisions of ORS 401.025 through 401.236, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The OEM Director is delegated authority by ORS 401.052 to 401.235 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.

3. Roles and Responsibilities

See the State of Oregon Emergency Operations Plan for details on the State's emergency management organization and detailed roles and responsibilities for State departments.

3.6 Federal Response Partners

Federal response partners are typically requested by OEM in the event that State resources become limited or specialized services are needed. In most instances, federal resources become available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon Emergency Management Plan and, if necessary, the NRF.

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

3. Roles and Responsibilities

Related County 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	SA A				
<p>Key: P – Primary S – Support</p>	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
City of Rainier																				
Mayor and City Council					S									P	P					
Administration					S		P	P						S	P		P	P	P	P
Police Department		P			P	P			P	S	S		P	S	S	P	S			
Public Works Department	P		P		S					S		P		S		S	S			
Columbia County																				
Animal Control						S					S									
Emergency Management					S		S							S	S		S		S	S
Road Department	S		S									S					S			
Sheriff's Office	S	S							P	S			S			S	S			
Special Districts																				
Clatskanie Public Utilities District												P								
Columbia 9-1-1 Communications District		P																		

3. Roles and Responsibilities

Related County 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	SA A				
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Columbia River Fire and Rescue				P				P	S	P										
Columbia Soil and Water Conservation District											S									
Local Public Health Authority						S		P			P									
Private/Non-Profit Organizations																				
Amateur Radio Emergency Services		S																		S
American Red Cross						P														S
Columbia Community Mental Health								P												
Community Action Team						S	S													S
Community Emergency Response Team						S	S		S								S			S
Help Our People Eat (HOPE)						S														S

3. Roles and Responsibilities

Related County 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	SA A				
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Hudson Garbage Service			S				S													
Medical Reserve Corps								S											S	
NW Natural Gas												P								
Rainier Chamber of Commerce							S							S	S					
State of Oregon																				
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	S										

3. Roles and Responsibilities

Related County 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	SA A				
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
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												
Department of Transportation	S		S																	
Oregon Emergency Management		S			S				S					S	S					
Oregon Health Authority						S														
Oregon Military Department							S													
Oregon State Police													S							

3. Roles and Responsibilities

Related County 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	SA A				
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Public Utility Commission		S										S								
Federal																				
Department of Agriculture				S							S			S						
Department of Defense			S						S											
Department of Energy												S								
Department of Health and Human Services								S												
Department of Homeland Security		S	S		S	S	S		S	S				S	S					
Department of Housing and Urban Development														S						
Department of Interior									S		S									
Department of Justice													S							
Department of the Interior																				
Department of Transportation	S																			

3. Roles and Responsibilities

Related County 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	SA A				
Key: P – Primary S – Support	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, 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	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Environmental Protection Agency										S										
General Services Administration							S													
Small Business Administration														S						

THIS PAGE LEFT BLANK INTENTIONALLY

4

Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, police departments, 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 the City of Rainier or 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 County, State, and/or federal government through the City EMO.

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan and, as such, is focused on response and short-term recovery actions. Nevertheless, this EOP impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist the City in:

- Preventing, avoiding, or stopping a threatened or actual act of terrorism.
- Protecting citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows City interests, aspirations, and way of life to thrive.

4. Concept of Operations

- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of the community when affected by a disaster.

A brief description of these five mission areas, as identified in the National Preparedness Goal, is provided below.

4.2.1 Prevention

Prevention activities serve to avoid, intervene, or stop an incident from occurring.

Prevention activities are taken to protect lives and property. They involve applying intelligence and other information to a range of efforts. Those activities 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.

4.2.2 Protection

Protection actions reduce the vulnerability of CIKR. These efforts deter, mitigate, or neutralize terrorist attacks, major disasters, and other emergencies.

Protection actions require coordination on the part of federal, state, and local governments; the private sector; and concerned citizens across the country. Protection includes continuity of government and operations planning; awareness elevation and understanding of threats and vulnerabilities to their critical facilities, systems, and functions; identification and promotion of effective sector-specific protection practices and methodologies; and expansion of voluntary security-related information sharing among private entities within the sector, as well as between government and private entities.

4.2.3 Mitigation

Mitigation program goals and project efforts are intended to reduce risks and vulnerabilities.

Mitigation activities the ongoing efforts that endeavor to maximize safety and security from natural, technological and human-induced hazards. The goal of

4. Concept of Operations

mitigation efforts serves the safety and security of the City's population, infrastructure protection, and economic stability.

The City's mitigation efforts are aligned with federal program guidelines and include enhancing and maintaining a capacity to implement a comprehensive statewide hazard loss reduction strategy; supporting the development and enhancement of local capability to practice hazard mitigation; increasing public and private sectors' awareness and support for disaster loss education; reducing the City's hazard vulnerability through the application of scientific research and development; and reducing the vulnerabilities of City-owned facilities and infrastructure resulting from assessed hazards.

4.2.4 Response

Response activities address the short-term and 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 mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

If required 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.

4.2.5 Recovery

Recovery-related activities consist of both short- and long-term efforts.

Short-term recovery operations restore vital services. Examples include electrical power, water, and waste systems, debris removal, and provide assistance to disaster victims. Disaster relief programs administered by governmental, non-profit, and charitable organizations aid in restoring the personal, social, and economic wellbeing of private citizens.

Long-term recovery focuses on restoring communities to pre-event or updated conditions. This is accomplished by assisting property owners in repairing or rebuilding homes and businesses and assisting local governments, school districts, and other public non-profit agencies in restoring or reconstructing damaged infrastructure. State, local and non-government organizations administer the provisions of federal and state disaster relief funds to provide for restoration and recovery of vital facilities. Post-disaster mitigation programs should be anticipated during the recovery period.

Long-term recovery activities are situational dependent and may include a range of services. Examples include 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

4. Concept of Operations

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.

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

A Level 1 incident does not require the City to respond in a manner that cannot be handled within its existing resources. Responding agencies will notify the City Emergency Manager, who will monitor the incident and determine the need for activation of the City EOC if the incident escalates.

4.3.2 Level 2

A Level 2 incident is of greater complexity, but can be handled through existing City resources and mutual aid partnerships. The City EOC, either through a request from the on-scene Incident Commander or on determination of the Emergency Manager, will be activated to support resource management, public information, and other functions as needed. The City Emergency Manager will decide the level of staffing in the EOC following the principles of ICS. The City will notify County Emergency Management of EOC activation and may consider declaring a state of emergency.

4.3.3 Level 3

A Level 3 incident is of a magnitude that will overwhelm or has overwhelmed the City's ability to respond. The Emergency Manager will activate the EOC and initiate the process of declaring an emergency for the City. The City will notify County Emergency Management and may provide a representative to the County EOC to represent the City's interests.

4.3.4 NIMS Incident Levels

While the City uses incident levels that are consistent with the County and State EOPs, incident types at the federal level are based on the following five levels of complexity. (Source: U.S. Fire Administration)

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.
Type 4	<ul style="list-style-type: none"> ■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure that the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 2	<ul style="list-style-type: none"> ■ The 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. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.
Type 1	<ul style="list-style-type: none"> ■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

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.

1. **Lifesaving:** Efforts to save lives and implement operations to minimize risks to public health and safety.
2. **Property:** Actions taken to reduce impacts to CIKR and minimize property damage.

4. Concept of Operations

3. **Environment:** Activities performed 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. However, both 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 City meet basic needs and resume self-sufficiency, returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts to the City
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 life, health, and safety of the population, and to support response missions.

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the Emergency Manager will implement all or part of this EOP. In addition, the Emergency Manager may partially or fully activate and staff the City 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 Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

- Operational status.
- Readiness and availability of essential resources.

4. Concept of Operations

- 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 Incident Commander (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See FA 1 – Emergency Services Annex for more details.*
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated. *See FA 2 – Human Services Annex for more details.*
- Instruct appropriate City emergency service providers to activate necessary resources.
- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the City Council to prepare and submit a formal declaration of emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the City. In all cases, such information will be relayed to the Columbia 9-1-1 Communications District and the Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC will be made by the Emergency Manager.

Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel

4. Concept of Operations

throughout the duration of response activities. *See FA 1 – Emergency Services for more details.*

A public warning and broadcast system is established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The Emergency Manager shall 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. FA 1 – Emergency Services provides detailed information regarding 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 by each agency. External partners can be activated and coordinated through the City EOC.

Plain language will be used during a multi-jurisdictional emergency response occurring in the City 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.

4.5.3.1 Interoperability

To the greatest extent possible, the City 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 between 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.

4. Concept of Operations

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

This plan should be implemented within the context of the event or incident the City is facing. 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 criminal activities (or those involved), 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.

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

4. Concept of Operations

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 as it relates 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 to exchange critical information among law enforcement agencies at all levels, State executive leadership, government agencies, and the City's 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.
- Providing real time intelligence/information support, previously coordinated, to OEM and other appropriate emergency management agencies during an emergency event or operation.
- Providing updated intelligence related to all crimes or terrorism-related activities to local, State, and federal law enforcement agencies as requested or required.
- Providing liaison support and information sharing in support of emergency operations by disseminating emergency information through the TITAN.
- Providing an OTFC staff member to be collocated within the State ECC in the event of an emergency.
- Providing terrorism-related alerts, bulletins, and assessments to public and private-sector companies and organizations as requested or required.

4.5.5 Resource Management

The City EOC Staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.

4. Concept of Operations

The City Administrator has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Council has the final allocation authority. The Logistics and Planning Sections have primary responsibility for coordinating the resource management effort.

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 citizens with information about where to make these requests.
- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the County for County, State, and federal resources.
- Activation of County, State, and/or federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the County.

4.5.5.1 Volunteer and Donations Management

At this time, the City 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 unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

The City Administrator and City Council will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the Red Cross, United Way of Columbia County 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.

4. Concept of Operations

Elements of the City's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the City's emergency management organization 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 the County, 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.

The City may coordinate with the County to provide volunteer and donations management support.

4.5.5.2 Resource Typing

The City 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 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 City should maintain a program for credentialing response personnel that provides documentation identifying such personnel and authenticates and verifies

4. Concept of Operations

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 City's credentialing program may include the following elements:

- Conduct identity enrollment of personnel in accordance with approved standards.
- Identify type and quality of personnel in accordance with published NIMS job titles. For those not covered by NIMS, develop typing for positions based on essential functions of a position, levels of training, experience levels, required licensure and certifications, and physical and medical fitness required for the position.
- Certify personnel based on completion of identity vetting and meeting 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 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 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.

See FA 2 – Human Services for additional information on Access and Functional Needs Populations, including children and programs the City currently has in place.

4.5.7 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by the affected population. The City will coordinate with local animal owners, veterinarians, and animal advocacy groups to address any animal-related issues that arise during an emergency.

See the County Animal Plan for more information about animals in disaster.

4. Concept of Operations

4.5.8 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 City Administrator, with advice from the Emergency Manager, will determine when a State of Emergency no longer exists and will request restoration of normal City functions from the City Mayor, or designee. Operations can then be terminated.

4.5.9 Transition to Recovery

Recovery comprises steps that the City will take during and after an emergency to restore government function and community services to the levels existing 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 City 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 of reassessing the applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more details.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

The City is responsible for the direction and control of its local resources during emergencies, including requesting additional resources from mutual aid resources. For resources not covered under mutual aid, requests shall be directed to County Emergency Management, including any requests for a State Declaration of Emergency or presidential disaster declaration.

4.6.2 Mutual Aid

State law (ORS 402.010 and 402.015) authorizes the City to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.

4. Concept of Operations

State law (ORS 402.210) authorizes the creation of an intrastate mutual assistance compact among local governments within the State. This compact streamlines the process by which a local government requests assistance and temporarily acquires resources.

4.6.3 Special Service Districts

These districts provide services such as fire protection and water delivery systems that are not available from City or County government. Each is governed by an elected Board of Directors and has policies separate from City and County government. They often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.6.4 Private Sector

Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Manager will coordinate response efforts with business and industry. This includes providing assistance, as appropriate, in action taken by industry to meet State emergency preparedness regulations governing businesses, such as utility companies, that provide essential services. Schools, hospitals, nursing/care homes and other institutional facilities are required by federal, State, and local regulations to have disaster plans. The PIO will also work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the Red Cross, faith-based groups, amateur radio clubs, CERTs, etc.

4.6.5 County Government

The County EMO, as defined in the County EOP, can be activated through County Emergency Management. The County provides direct County agency support at the local level and serves as a channel for obtaining resources from outside the County structure, including the assistance provided by State, regional, and federal agencies. Local resources (personnel, equipment, funds, etc.) should be exhausted or projected to be exhausted before the County requests State assistance.

4.6.6 State Government

The State EMO, as defined in the State of Oregon EOP, can be activated through OEM. This department provides a duty officer at all times. The State provides direct agency support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the federal government.

4.6.7 Federal Government

The County shall make requests for federal disaster assistance to OEM. Federal resources may be requested and provided prior to the formal declaration of a

4. Concept of Operations

disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

THIS PAGE LEFT BLANK INTENTIONALLY

5

Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Council. Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System. The City EMO is responsible for maintaining the readiness of the ECC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

5.2 On-Scene Incident Management

The initial City response structure consists of the Incident Commander and single-resource agencies (i.e., Public Works Department, Police Department, and Fire & Rescue). Depending on the incident, the Director/Chief of the responding agency may act as both the Incident Commander and chief. During the initial response, an Incident Commander from the appropriate agency will be located at the on-scene Incident Command Post and will assume the responsibilities of the PIO, liaison officer, and safety officer Command Staff responsibilities until these responsibilities are delegated.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure, supported by full Command and General Staff positions.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, the City may activate the EOC and assign an Incident Commander. The City will request additional personnel to support this expanded structure. Depending on the incident type, the City departments will provide staff to the EOC. Following a declaration of emergency, the City may receive assistance from the County and may utilize and support the County ICS structure. 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.

Upon activation of the City EOC, the City Administrator is empowered to assume executive control over all departments, divisions, and offices of the City of Rainier during a state of emergency. The Incident Commander is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas. The City Administrator (or designee) may declare a state of emergency, place this plan into effect, and activate and staff the City EOC

5. Command and Control

on full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the Mayor and City Council at the first available opportunity.

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

5.4 Emergency Operations Center

Incident response activities will be supported from the EOC, which will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will become the seat of government for the duration of the crisis. The EOC will serve as a multi-agency coordination center, if needed.

5.4.1 Emergency Operations Center Activation

During emergency operations, and upon activation, the EOC staff will assemble and exercise direction and control, as outlined below.

- The EOC will be activated by the Emergency Manager, who may assume or delegate the role of Incident Commander. The Incident Commander will assume responsibility for all operations and direction and control of response functions.
- The Incident Commander will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The 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 will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.

5. Command and Control

- The Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.4.2 Emergency Operations Center Location

The **primary location** for the City EOC is:

City Hall
 106 West B Street, Rainier, OR 97048

If necessary, the **alternate location** for the City EOC is:

Fire Hall
 211 W Second Street, Rainier, OR

Figure 5-1 Primary EOC Location

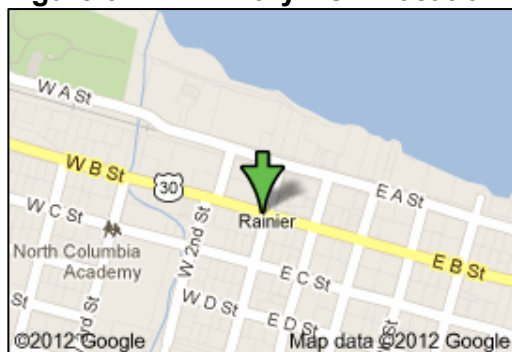
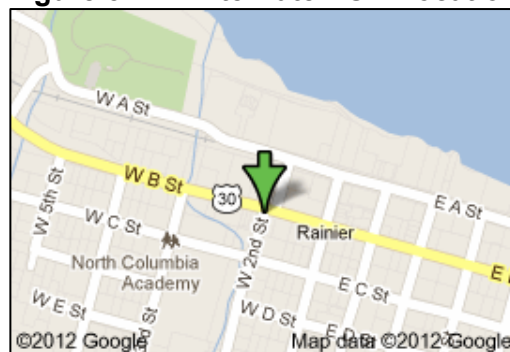


Figure 5-2 Alternate EOC Location



The **County EOC** is located at:

Columbia County Courthouse
 230 Strand Street, St. Helens, OR 97051

Figure 5-3 Columbia County EOC Location



The location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the Incident Commander, or designee, will designate a facility should it be necessary to relocate. The

5. Command and Control

Incident Commander, or designee, may request that County Emergency Management allow the City to utilize County facilities.

5.4.3 Emergency Operations Center Staffing

City 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 decisions associated with their Command and General Staff positions.

Due to limited personnel and resources available in the City, 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 City 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, outgoing, and often sensitive information, access will be limited to designated emergency operations personnel. Others may be allowed access as determined by the Incident Commander, or designee. Appropriate security measures will be in place to identify personnel who are authorized to be present.

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 City Administrator.

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City 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 City Administrator and staff to handle the recovery phase as part of their daily responsibilities, which is the ultimate goal.

The City Council 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, this needs to be disseminated to the same agencies that were notified when it was activated.

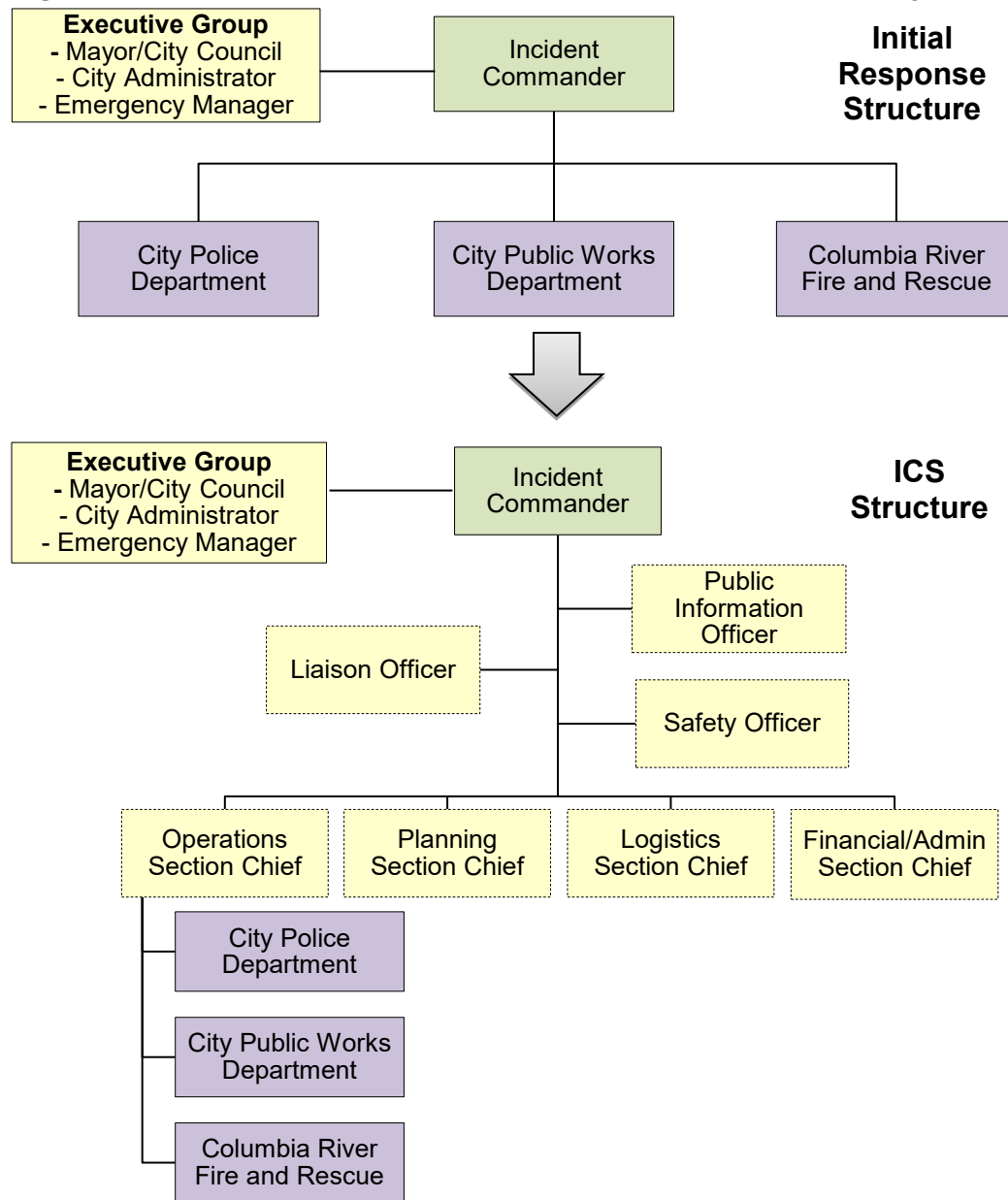
If necessary, the EOC may be re-opened (see activation procedures in section 5.4.1) and emergency operations may be re-initiated at any time. Similar to initial activation, re-activation of the EOC would occur at the direction of the Emergency Manager.

5. Command and Control**5.5 Incident Command System**

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. 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 City has established an EMO, supporting EOC activation and operational procedures, and position 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 the City is presented in Figure 5-4.

5. Command and Control

Figure 5-4 Example of a Scalable Command Structure for the City



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.

5. Command and Control

- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer
 - General staff
- 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 Safety Officer**

The 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 for EOC as well).
- Preparing and implementing a site Health and Safety Plan and updating the Incident Commander regarding safety issues or concerns, as necessary (may be necessary for EOC as well).
- Exercising emergency authority to prevent or stop unsafe acts (may be necessary for the EOC as well).

5.5.2.2 Public Information Officer

A lead PIO will most likely coordinate and manage a larger public information network representing local, County, regional, and State agencies; tribal entities; 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, participating in a Joint Information Center (JIC).

5. Command and Control

- Implementing information clearance processes with the Incident Commander.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County 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. Responsibilities typically associated with a liaison role include:

- 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 annexes attached to this plan contain general guidelines for the City governmental entities, organizations, and County officials and departments to carry out responsibilities assigned at the City EOC or other designated facility where response efforts will be coordinated.

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 - 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.

5. Command and Control

- Public Works - incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.

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.

5.5.3.2 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 regarding the incident and providing a status summary.
 - For terrorist incidents liaising with the OTFC.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

5.5.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, 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 personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.

5. Command and Control

- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.5.3.4 Finance/Administration

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 that can be staffed by a technical specialist in the Planning Section. Potential units assigned to this section include: 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.

5.5.4 Unified Command

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, county, regional, state, and federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command allows the Incident Commander position to be shared among several agencies and organizations that maintain jurisdiction. Unified Command members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In a large incident involving multiple jurisdictions and/or regional, State, and federal response partners, a Unified Command may replace a single organization Incident Commander. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the Incident Commander will directly manage all aspects of the incident organization. Figure 5-5 is an example of a Unified Command organizational chart for the City. It provides operational flexibility to expand or contract staffing, depending on the incident's nature and size.

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 Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities.

5. Command and Control

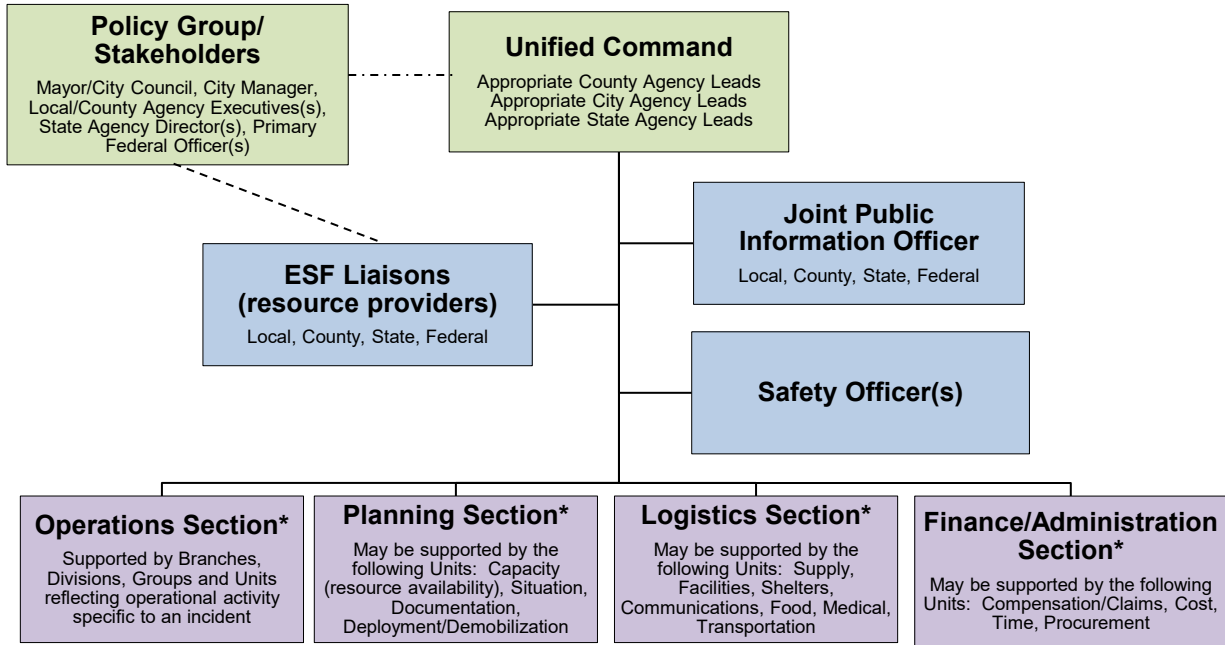
- Allocates critical resources according to established priorities.
- Ensures that incidents are managed properly.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to the EOC(s).
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Provides for personnel accountability and a safe operating environment.

5.5.6 Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination Group (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.

5. Command and Control

Figure 5-5 Example of Unified Command for the City



*Note: In any type of incident, a Section Chief may be assigned a Deputy. In addition, an Intelligence Section would be incorporated into the command structure in response to incidents of national significance or those presumed or confirmed to be terrorist-related.

6

Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

At a minimum, this EOP will be formally reviewed and re-promulgated every two years to comply with State requirements. This review will be coordinated by the City of Rainier Emergency Manager 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 the 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. The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements.

Recommended changes should be forwarded to:

Police Chief Gregg Griffith (Emergency Manager)
Rainier Police Department
PO Box 100
Rainier, OR 97048
ggriffith@cityofrainier.com

6.2 Training Program

The City Emergency Manager coordinates training for City 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 will be adopted and implemented by the City. The Emergency Manager maintains records and lists of training received by City 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.

6. Plan Development, Maintenance and Implementation

- 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 the City’s emergency personnel.

Table 6-1 Minimum Training Requirements	
Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management and Command and General Staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or have a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an area command situation or EOC	ICS-100, -200, -300, -400 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 http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslst.asp.</i>	

6.3 Exercise Program

The City will conduct exercises at least once every two years or as often as personnel and funds allow to test and evaluate this EOP. Whenever feasible, the City 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.

6. Plan Development, Maintenance and Implementation

As appropriate, the City 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 Emergency Manager will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted.

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Manager will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Manager will also coordinate an After Action Report, 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 City’s readiness. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should include actions taken, identification of equipment shortcomings as well as highlight of strengths, and make recommendations 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). The Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s 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 City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City’s overall readiness.

6.6 Funding and Sustainment

It is a priority of the City to fund and maintain an EMO that ensures the City’s ability to respond to and recover from disasters. The Emergency Manager will work with City Council and community stakeholders to:

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the Council is informed of progress toward building emergency response and recovery capabilities and is aware of gaps to be addressed.

6. Plan Development, Maintenance and Implementation

- Leverage partnerships with local, regional, and State partners to maximize use of scarce resources.



Sample Disaster Declaration Forms

Appendix A. Declaration of State of Emergency

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

To: _____,
Columbia County Office of Emergency Management

From: _____,
City of Rainier, Oregon

At _____ (time) on _____ (date),

a/an _____ (description
of emergency incident or event type) occurred in the City of Rainier threatening
life and property.

The current situation and conditions are:

The geographic boundaries of the emergency are:

WE DO HEREBY DECLARE THAT A STATE OF EMERGENCY NOW EXISTS IN THE CITY OF ALBANY AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. WE RESPECTFULLY REQUEST THAT THE COUNTY PROVIDE ASSISTANCE, CONSIDER THE CITY AN "EMERGENCY AREA" AS PROVIDED FOR IN ORS 401, AND, AS APPROPRIATE, REQUEST SUPPORT FROM STATE AGENCIES AND/OR THE FEDERAL GOVERNMENT.

Signed: _____

Title: _____ Date & Time: _____

This request may be passed to the County via radio, telephone, or fax. The original signed document must be sent to the County Emergency Management Office, with a copy placed in the final incident package.

Appendix A. Declaration of State of Emergency

THIS PAGE LEFT BLANK INTENTIONALLY

B

Incident Command System Forms

Appendix B. Incident Command System Forms

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix B. Incident Command System Forms

Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

ICS Form No.	Form Title
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

Appendix B. Incident Command System Forms

THIS PAGE LEFT BLANK INTENTIONALLY

C

Emergency Operations Center Position Checklists

Appendix C. Emergency Operations Center Position Checklists

THIS PAGE LEFT BLANK INTENTIONALLY

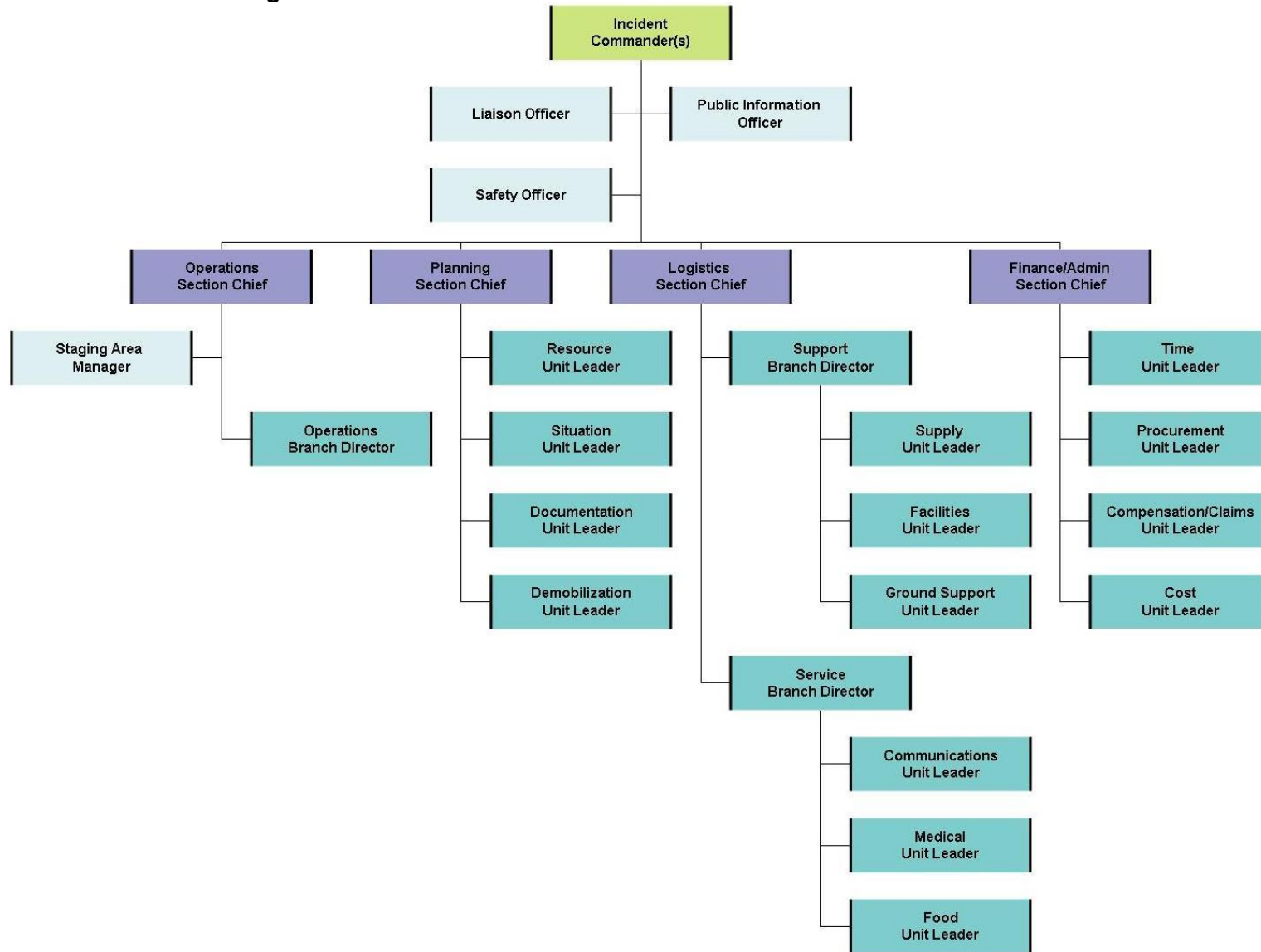
Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

The following checklists are included in this appendix.

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

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



D

References

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix D. References

Federal

- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2010.
(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)
- National Incident Management System, 2008.
(http://www.fema.gov/pdf/emergency/nims/NIMS_core.pdf)
- National Response Framework, 2008.
(<http://www.fema.gov/emergency/nrf/>)
- 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>)
- The Code of Federal Regulations, 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>)

State

- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. 2011.
(http://www.oregon.gov/OSP/SFM/Oregon_Mob_Plan.shtml)
- Oregon 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)
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080. (<http://www.leg.state.or.us/ors/>)

County

Copies of the following documents may be accessed through County Emergency Management.

- Order Number 4-99 (establishing internal work priorities during times of emergency)
- Order Number 35-99 (establishing an Emergency Management Department separate from the General Services Department)
- Homeland Security and Emergency Management Intergovernmental Agreement
- Emergency Operations Plan
- Multi-Jurisdictional Hazard Mitigation Plan
- Memoranda of Agreement / Understanding

Other

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

E

Acronyms and Glossary

THIS PAGE LEFT BLANK INTENTIONALLY

Appendix E. Acronyms and Glossary

Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
ARES	Amateur Radio Emergency Services
CAT	Community Action Team
CBRNE	Chemical, Biological, Radiological, Nuclear, and Explosive
CERT	Community Emergency Response Team
CIKR	Critical Infrastructure and Key Resources
City	City of Rainier
COOP	Continuity of Operations
County	Columbia County
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FAA	Federal Aviation Administration
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
GIS	geographic information system
HazMat	Hazardous Materials
HOPE	Help Our People Eat
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD-5	Homeland Security Presidential Directive 5
IA	Incident Annex
IAP	Incident Action Plan
ICS	Incident Command System
IDA	Initial Damage Assessment

Appendix E. Acronyms and Glossary

JIC	Joint Information Center
JIS	Joint Information System
MAC Group	Multi-Agency Coordination Group
MCI	Mass Casualty Incident
MFI	Mass Fatality Incident
MOU	Memorandum of Understanding
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NSS	National Shelter System
NTSB	National Transportation Safety Board
ODOT	Oregon Department of Transportation
OEM	Oregon Military Department, Office of Emergency Management
OERS	Oregon Emergency Response System
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
OTFC	Oregon TITAN Fusion Center
PDA	Preliminary Damage Assistance
PIO	Public Information Officer
PPD-8	Presidential Policy Directive 8
Red Cross	American Red Cross
SBA	Small Business Administration
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
TDD	Telecommunications device for the deaf
TITAN	Oregon Terrorism Information Threat Assessment Network
USDA	United States Department of Agriculture
VA	Veterans Administration
VOIP	Voice-Over Internet Protocol
WMD	Weapons of Mass Destruction

Appendix E. Acronyms and Glossary

Glossary of Key Terms

Accessible: Having the legally required features and/or qualities that ensure easy entrance, participation, and usability of places, programs, services, and activities by individuals with a wide variety of disabilities.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private-sector organizations may be included. Additionally, nongovernmental organizations may be included to provide support.

Agency Dispatch: The agency or jurisdictional facility from which resources are sent to incidents.

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, tribal, or local government agency, or nongovernmental or private organization, 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.

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Area Command: An organization established to oversee the management of multiple incidents that are each being handled by a separate Incident Command System organization or to oversee the management of a very large or evolving incident that has multiple Incident Management Teams engaged. An Agency Administrator/Executive or other public official with jurisdictional responsibility for the incident usually makes the decision to establish an Area Command. An Area Command is activated only if necessary, depending on the complexity of the incident and incident management span-of-control considerations.

Assessment: The process of acquiring, collecting, processing, examining, analyzing, evaluating, monitoring, and interpreting the data, information, evidence, objects, measurements, images, sound, etc., whether tangible or intangible, to provide a basis for decision making.

Assigned Resource: Resource checked in and assigned work tasks on an incident.

Assignment: Task given to a personnel resource to perform within a given operational period that is based on operational objectives defined in the Incident Action Plan.

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility

Appendix E. Acronyms and Glossary

subordinate to the primary positions. Assistants may also be assigned to Unit Leaders.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief 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.

Chief: The Incident Command System title for individuals responsible for management of functional Sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence/Investigations (if established as a separate Section).

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

Command Staff: The staff who report directly to the Incident Commander, including the Public Information Officer, Safety Officer, Liaison Officer, and other positions as required. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoiding the use of different words/phrases for same concepts-to ensure consistency and to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: The process of transmission of information through verbal, written, or symbolic means.

Communications/Dispatch Center: Agency or interagency dispatch centers, 911 call centers, emergency control or command dispatch centers, or any naming convention given to the facility and staff that handles emergency calls from the public and communication with emergency management/response personnel. The center can serve as a primary coordination and support element of the Multiagency Coordination System(s) (MACS) for an incident until other elements of the MACS are formally established.

Comprehensive Preparedness Guide 101: A guide designed to assist jurisdictions with developing operations plans. It promotes a common understanding of the fundamentals of planning and decision making to help emergency planners examine a hazard and produce integrated, coordinated, and synchronized plans.

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

Continuity of Operations: An effort within individual organizations to ensure that Primary Mission Essential Functions continue to be performed during a wide range of emergencies.

Appendix E. Acronyms and Glossary

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

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

Corrective Actions: The implementation of procedures that are based on lessons learned from actual incidents or from training and exercises.

Credentialing: The authentication and verification of the certification and identity of designated incident managers and emergency responders.

Critical Infrastructure: Assets, systems, and networks, whether physical or virtual, so vital to the United States that the incapacitation or destruction of such assets, systems, or networks would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Demobilization: The orderly, safe, and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC) specific to a single department or agency. The focus of a DOC is on internal agency incident management and response. DOCs are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or to 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 generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

Director: The Incident Command System title for individuals responsible for supervision of a Branch.

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 organizational level having responsibility for operations within a defined geographic area. Divisions are established when the number of resources exceeds the manageable span of control of the Section Chief. See Group.

Emergency: Any incident, whether natural or manmade, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means 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.

Appendix E. Acronyms and Glossary

Emergency Management/Response Personnel: Includes Federal, State, territorial, tribal, substate regional, and local governments, nongovernmental organizations, private sector-organizations, critical infrastructure owners and operators, and all other organizations and individuals who assume an emergency management role. (Also known as emergency responder.)

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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, medical services), by jurisdiction (e.g., Federal, State, regional, tribal, city, county), or by some combination thereof.

Emergency Operations Plan: An ongoing plan for responding to a wide variety of potential hazards.

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

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

Event: See Planned Event.

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

Field Operations Guide: Durable pocket or desk guides that contain essential information required to perform specific assignments or functions.

Finance/Administration Section: The Incident Command System Section responsible for all administrative and financial considerations surrounding an incident.

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

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. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Appendix E. Acronyms and Glossary

Group: An organizational subdivision 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. See Division.

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

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

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command: The Incident Command System organizational element responsible for overall management of the incident and consisting of the Incident Commander (either single or unified command structure) and any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and 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 Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the Incident Base or other incident facilities.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. 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 small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified

Appendix E. Acronyms and Glossary

formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Objectives: Statements of guidance and direction needed to select appropriate strategy(s) and the tactical direction of resources. Incident 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.

Information Management: The collection, organization, and control over the structure, processing, and delivery of information from one or more sources and distribution to one or more audiences who have a stake in that information.

Intelligence/Investigations: An organizational subset within ICS. Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension, and prosecution of criminal activities-or the individual(s) involved-including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Ability of systems, personnel, and equipment to provide and receive functionality, data, information and/or services to and from other systems, personnel, and equipment, between both public and private agencies, departments, and other organizations, in a manner enabling them to operate effectively together. Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real time, when needed, and when authorized.

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

Joint Information System (JIS): A structure that integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete 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 Incident Commander (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

Appendix E. Acronyms and Glossary

authority at an incident can be political or geographical (e.g., Federal, State, tribal, local boundary lines) or functional (e.g., law enforcement, public health).

Key Resource: Any publicly or privately controlled resource essential to the minimal operations of the economy and government.

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

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

Local Government: Public entities responsible for the security and welfare of a designated area as established by law. 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 entity, 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).

Logistics: The process and procedure for providing resources and other services to support incident management.

Logistics Section: The Incident Command System Section responsible for providing facilities, services, and material support for the incident.

Manager: Individual within an Incident Command System organizational unit who is assigned specific managerial responsibilities (e.g., Staging Area Manager or Camp Manager).

Mitigation: Activities providing a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. 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. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

Appendix E. Acronyms and Glossary

Multiagency Coordination System (MACS): A system that provides the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. MACS assist agencies and organizations responding to an incident. The elements of a MACS include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are Emergency Operations Centers and MAC Groups.

Mutual Aid Agreement or Assistance Agreement: Written or oral agreement between and among agencies/organizations and/or jurisdictions that provides a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

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

National Incident Management System: A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector to work seamlessly to prevent, protect against, respond to, recover from, and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework: A guide to how the Nation conducts all-hazards response.

Nongovernmental Organization: An entity with an association that is based on interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross. NGOs, including voluntary and faith-based groups, provide relief services to sustain life, reduce physical and emotional distress, and promote the recovery of disaster victims. Often these groups provide specialized services that help individuals with disabilities. NGOs and voluntary organizations play a major role in assisting emergency managers before, during, and after an emergency.

Officer: The Incident Command System title for a person responsible for one of the Command Staff positions of Safety, Liaison, and Public Information.

Operations Section: The Incident Command System (ICS) Section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, the Operations Section normally includes subordinate Branches, Divisions, and/or Groups.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, nongovernmental organizations, and the private sector.

Appendix E. Acronyms and Glossary

Plain Language: Communication that can be understood by the intended audience and meets the purpose of the communicator. For the purpose of the National Incident Management System, plain language is designed to eliminate or limit the use of codes and acronyms, as appropriate, during incident response involving more than a single agency.

Planned Event: A scheduled nonemergency activity (e.g., sporting event, concert, parade, etc.).

Planning Meeting: A meeting held as needed before 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 Incident Action Plan.

Planning Section: The Incident Command System Section responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the Incident Action Plan. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within the National Incident Management System, preparedness focuses on the following elements: planning; procedures and protocols; training and exercises; personnel qualification and certification; and equipment certification.

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.

Primary Mission Essential Functions: Government functions that must be performed in order to support or implement the performance of National Essential Functions before, during, and in the aftermath of an emergency.

Private Sector: Organizations and individuals that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

Protocol: A set of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and

Appendix E. Acronyms and Glossary

current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

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

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.

Recovery Plan: A plan developed to restore an affected area or community.

Reimbursement: A mechanism to recoup funds expended for incident-specific activities.

Resource Management: A system for identifying available resources at all jurisdictional levels to enable timely, efficient, and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements and assistance agreements; the use of special Federal, State, tribal, and local teams; and resource mobilization protocols.

Resource Tracking: A standardized, integrated process conducted prior to, during, and after an incident by all emergency management/response personnel and their associated organizations.

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 Emergency Operations Center.

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.

Appendix E. Acronyms and Glossary

Safety Officer: A member of the Command Staff responsible for monitoring incident operations and advising the Incident Commander on all matters relating to operational safety, including the health and safety of emergency responder personnel.

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

Situation Report: Confirmed or verified information regarding the specific details relating to an incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under the National Incident Management System, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5, or between 1:8 and 1:10 for many large-scale law enforcement operations.)

Special Needs Population: A population whose members may have additional needs before, during, and after an incident in functional areas, including but not limited to: maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities; who live in institutionalized settings; who are elderly; who are children; who are from diverse cultures, who have limited English proficiency, or who are non-English-speaking; or who are transportation disadvantaged.

Staging Area: Temporary location for available resources. A Staging Area can be any location in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure: A complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Status Report: Information specifically related to the status of resources (e.g., the availability or assignment of resources).

Strategy: The general plan or direction selected to accomplish incident objectives.

Appendix E. Acronyms and Glossary

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel, common communications, and a leader.

Substate Region: A grouping of jurisdictions, counties, and/or localities within a State brought together for specified purposes (e.g., homeland security, education, public health), usually containing a governance structure.

Supervisor: The Incident Command System title for an individual responsible for a Division or Group.

Supporting Agency: An agency that provides support and/or resource assistance to another agency. See Assisting Agency.

System: Any combination of facilities, equipment, personnel, processes, procedures, and communications integrated for a specific purpose.

Tactics: The deployment and directing of resources on an incident to accomplish the objectives designated by strategy.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: Natural or manmade occurrence, individual, entity, or action that has or indicates the potential to harm life, information, operations, the environment, and/or property.

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

Tribal: Referring to 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: An Incident Command System resource classification 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 Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC,

Appendix E. Acronyms and Glossary

to establish a common set of objectives and strategies and a single Incident Action Plan.

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

Unit Leader: The individual in charge of managing Units within an Incident Command System (ICS) functional Section. The Unit can be staffed by a number of support personnel providing a wide range of services. Some of the support positions are pre-established within ICS (e.g., Base/Camp Manager), but many others will be assigned as technical specialists.

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

Volunteer: For purposes of the National Incident Management System, 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 16 U.S.C. 742f(c) and 29 CFR 553.10

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

THIS PAGE LEFT BLANK INTENTIONALLY

Functional Annexes

Incident Annexes



League of Oregon Cities

2026 Member Voter Guide
2027-28 LOC Legislative Priorities

TABLE OF CONTENTS

2026 Member Voter Guide.....	3
Background	3
Ballot/Voting Process:.....	3
Broadband, Cybersecurity, AI, and Telecommunications Committee.....	4
Promote the Equitable Development of Sustainable Telecom Infrastructure	4
Maintain Local Control of a Safe, Modern Right of Way	4
Support Equitable Access to Technology.....	4
Support Responsible Municipal Use of Technology	5
Support Municipal Cybersecurity Proficiency.....	5
General Government Committee	6
Administrative Procedures Act Reform.....	6
Public Meetings Law Clarity	7
Housing, Land Use, and Community Development Committee	8
Funding and Coordination for Shelter and Homeless Response	8
Full Funding And Streamlining For Housing Production	8
Land Availability And Land Use Streamlining.....	9
Energy and Environment Committee	10
Invest In Community Energy Resilience/Disaster Planning.....	10
Support Expedited Local Renewable Energy Generation.....	10
Support Increased Energy Transmission Capacity.....	11
Maintain Affordable Energy While Supporting Grid Hardening and Modernization	11
Resource Programs For Energy Efficiency Planning and Project Development	11
Support Administrative Capacity	12
Finance, Taxation, and Economic Development Committee	12
Targeted Prevailing Wage Changes.....	12
Alcohol Revenue Modernization.....	13
Emergency Communication System Resources.....	13
Strengthening Economic and Workforce Development.....	14
Transportation Committee	15
2027 Transportation Package	15
Cautious Adoption of Autonomous Vehicles.....	16
City Supported Street Sign Traditions	17
Water and Wastewater Committee	18
Infrastructure Funding	18
Water Reuse	18
Ratepayer Assistance.....	19
Water Workforce Development.....	19

2026 Member Voter Guide

Background: The LOC [policy committees](#) are the foundation of the League's policy development process. Each even-numbered year, the LOC appoints city officials to serve on these committees. They receive informational briefings, analyze policy and technical issues, and ultimately recommend positions and strategies for the upcoming two-year legislative cycle. We want to acknowledge officials that dedicated their time and expertise to develop the priorities – *thank you* for supporting the LOC in crafting a strong agenda to support our legislative work.

This year, seven committees identified 27 legislative policy priorities to advance to the full membership and LOC Board of Directors. It's important to understand that the issues that do not rise to the top based on member ranking are not diminished with respect to their value to the policy committee or the LOC's advocacy. These issues will still be key components of the LOC's legislative portfolio for the next two years.

Ballot/Voting Process: Each city is asked to review the recommendations from the each of the policy committees and provide input to the LOC Board of Directors, which will formally adopt the LOC's 2027-28 legislative agenda. While each city may have a different process when evaluating the issues, it's important for cities to engage with their mayor and entire council to ensure the issues are evaluated and become a shared set of priorities. During its October meeting, the LOC Board will formally adopt a set of priorities based on the ranking process through the survey and their evaluation.

Each city is permitted **one** ballot submission. **Once your city has reviewed the proposed legislative priorities, please complete the electronic ballot to indicate the top five (5) issues that your city would like the LOC to focus on during the 2027-28 legislative cycle.** The lead administrative staff member (city manager, city recorder, etc.) will be provided with a link to the electronic ballot. If your city did not receive a ballot link or needs an alternative way to vote, please reach out to Meghyn Fahndrich at mfahndrich@orcities.org and Nicole Stingham at nstingh@orcities.org.

Important Deadline: The deadline for submitting your city's vote is **5 p.m. on Friday, September 25, 2026.**

Broadband, Cybersecurity, Artificial Intelligence (AI), and Telecommunications Committee

LOC Contact: Greg Miller, gmillier@orcities.org

PROMOTE THE EQUITABLE DEVELOPMENT OF SUSTAINABLE TELECOM INFRASTRUCTURE

RECOMMENDATION: The LOC recognizes and has prioritized broadband access, and telecom infrastructure more broadly, as an “essential service” and will advocate for affordable, safe, reliable, high-speed infrastructure development and access in every city. This includes but is not limited to: supporting expansion of service options for municipalities; increasing rural cellular infrastructure; and maintaining open access to networks that provide choice to community members.

Background: Advancements in telecommunications technology have ushered in unprecedented investments in infrastructure development aimed at providing broadband access and other communication modalities to all. Deploying infrastructure in Oregon must be done equitably across the state’s diverse landscape and focus on addressing current coverage gaps as well as statewide infrastructure that serves all.

MAINTAIN LOCAL CONTROL OF A SAFE, MODERN RIGHT OF WAY

RECOMMENDATION: The LOC will oppose any legislation seeking to preempt local control of municipal rights-of-way (ROW). The LOC will also support legislation aimed at codifying home rule management of the local ROW and the revenue derived from use of the ROW, while encouraging ROW users to timely upgrade and replace their infrastructure lost to natural disaster.

Background: Home rule authority and local ROW management allow local governments to safely manage ROW issues that arise after work is complete, and when the ROW work-related permit may no longer be in effect. It ensures that utilities installing facilities in the ROW have financial protections like insurance in place, which help protect the public using the ROW and other entities whose infrastructure may be damaged during utility work. It ensures that local taxpayers will not have to pay costs associated with utilities’ use of the ROW. It also ensures accountability through a variety of enforcement mechanisms.

SUPPORT EQUITABLE ACCESS TO TECHNOLOGY

RECOMMENDATION: The LOC will support policies such as the Oregon Lifeline Program to ensure digital inclusion. The LOC will also continue to monitor implementation of the

U.S. Department of Justice’s website accessibility rule implementation and support municipal resource opportunities for accessibility. Finally, the LOC will support funding for programs that increase digital skills, equity, and adoption.

Background: All individuals regardless of physical, financial, or any other barrier have a right to access advancements in telecom technology.

SUPPORT RESPONSIBLE MUNICIPAL USE OF TECHNOLOGY

RECOMMENDATION: The LOC will support legislation that acknowledges forward-thinking regulations, taking into account the rapid evolution of telecom systems. The LOC may also support agency policy options that include municipal telecom resilience and concepts such as municipal AI assessments, and an “AI Sandbox” to further understanding of AI risks and other technological advancements in a controlled environment. In this work, the LOC will work to prevent unfunded mandates.

Background: Advancements in technology, including but not limited to AI, have demonstrated operational efficiencies, yet those come with risks if not implemented correctly and used safely. The LOC is cautiously optimistic about the use of AI and other tools that increase service and operational efficiency, but recognizes that some regulation may be necessary to define appropriate municipal uses and foster an atmosphere of responsibility and data safety.

SUPPORT MUNICIPAL CYBERSECURITY PROFICIENCY

RECOMMENDATION: The LOC opposes unfunded mandates and will advocate for technical support and funding to give all cities access to innovative technology, enhanced state programs, cybersecurity notification resources and assistance protecting critical infrastructure and data during cyber-attacks.

Background: Cybercriminals target municipalities as vulnerable systems holding valuable personal data and financial records. Historical underfunding of cybersecurity, antiquated system architecture, and lack of cybersecurity training contribute to the increasing trend in municipal cyberattacks. Cyberattacks can impact services with dire consequences for residents. Hackers typically look for the easiest entry path, and local governments often lack the resources to respond.

General Government Committee

LOC Contact: Charlie Conrad, cconrad@orcities.org

ADMINISTRATIVE PROCEDURES ACT REFORM

RECOMMENDATION: The LOC will advocate for the comprehensive modernization of the Oregon Administrative Procedures Act (APA) to restore regulatory transparency, strict alignment with legislative intent, and meaningful public accountability across all state agencies. This advocacy should include:

- Standardizing the rulemaking process across all state agencies to eliminate regulatory fragmentation;
- Strengthening public and expert participation in all rulemaking and workgroup processes;
- Establishing independent oversight and auditing of fiscal impact statements;
- Limiting and restricting the use of emergency rulemaking to actual crises; and
- Reforming judicial deference standards to ensure state agencies remain answerable to elected leaders and voters.

Background: Established in 1971, the Oregon APA is the legal framework that dictates how state agencies create regulations. However, the system has not seen a major update in decades, resulting in an unpredictable regulatory environment. Because there is no single standard for all agencies, different departments often pass conflicting rules that make compliance incredibly difficult for organizations on the ground. Furthermore, many key agencies report to independent boards rather than the governor, which creates an accountability vacuum. Recent state court decisions have compounded the issue by granting agencies broad leeway, ruling that their regulations do not strictly have to align with the original legislative intent.

This regulatory breakdown directly impacts local governments. When uncoordinated state agencies issue overlapping or conflicting rules, cities are left trapped in the middle—forced to navigate a maze of contradictory mandates that drain municipal staff time and stretch city budgets. Furthermore, because recent court rulings have stripped away traditional checks on administrative reach, cities have lost the ability to challenge flawed, 'one-size-fits-all' state regulations that ignore local realities. This loss of local control and financial stability necessitates reform. Protecting municipal home rule, ensuring local voices are actually heard during the rulemaking process, and restoring a sense of predictability and fairness to how state policies are implemented on the ground is necessary.

PUBLIC MEETINGS LAW CLARITY

RECOMMENDATION: The LOC will advocate for a comprehensive statutory reset of the Oregon Public Meetings Law to restore operational functionality and practicality for local governments while protecting public transparency. This priority includes the following provisions:

- Establishing an Intentionality Requirement: Limit serial meeting violations strictly to actions taken "knowingly and intentionally" to protect volunteer elected officials from penalties for good-faith, inadvertent errors.
- Streamlining Complaint Enforcement: Authorize the Oregon Government Ethics Commission (OGEC) to immediately dismiss incomplete, trivial, or bad-faith complaints.
- Holding the Right Entity Accountable: Shift personal liability for purely administrative errors—such as delayed meeting notices—away from individual elected officials and onto the public body as an institution.
- Expanding the "Cure" Process: Provide flexible, accessible avenues for local governments to address and correct procedural complaints, including decision rescission or public acknowledgement with a corrective action plan.
- Right-Sizing Training Requirements: Reform mandatory compliance training to occur once per elected term rather than annually, while allowing incoming officials to complete the requirement prior to being sworn in.

Background: Oregon's Public Meetings Law prohibits local elected officials from deliberating in private, a rule that includes a ban on "serial meetings," where separate, smaller discussions are held over time that may add up to a quorum. Recent Oregon Government Ethics Commission (OGEC) rules and training on this topic have created widespread confusion, leaving public officials deeply uncertain about how they can communicate with each other, their residents, or the media. A diverse work group of local leaders and legislators spent months negotiating a bipartisan fix during the 2026 legislative session, but Governor Kotek ultimately vetoed the bill, calling for stakeholders to return to the drawing board for the 2027 session. Today, the interpretation of this law remains highly contentious, and ongoing discrepancies create massive structural ambiguities and political tensions, making it incredibly difficult for local leaders to effectively govern.

To make the public meetings law workable, several practical fixes are urgently needed to save taxpayer resources and provide clarity to local officials. The current system: forces volunteer leaders to face personal liability for minor staff mistakes like late meeting notices; offers no clear way for cities to self-correct simple procedural errors; and requires repetitive annual training. To keep local governments functioning, the state

must shield individual officials from administrative liability, allow the OGEC's staff to quickly dismiss trivial or bad-faith complaints, create a clear path for cities to self-correct honest mistakes, and right-size compliance training to once per elected term.

Housing, Land Use, and Community Development Committee

LOC Contact: Alexandra Ring, aring@orcities.org

FUNDING AND COORDINATION FOR SHELTER AND HOMELESS RESPONSE

RECOMMENDATION: The LOC opposes cuts to the state shelter system funding and supports continued state investments in a comprehensive homeless response system to fund eviction prevention, shelter, and rehousing. These investments should include:

- Strengthening our coordinated regional homeless response;
- Funding a range of shelter types in cities across the state, including alternative shelter models, safe parking programs; and
- Funding eviction prevention, rapid rehousing, outreach, case management, staffing and administrative support, and other related services.

Background: The LOC recognizes that to end homelessness, a cross-sector coordinated approach to delivering services, housing, and programs is needed. Cities are not social service providers and largely do not have the additional revenue sources to fund new services outside their core services, amid ongoing budget cuts. Despite historic legislative investments in recent years, communities continue to struggle to support and rehouse Oregonians experiencing homelessness. In 2025, the Legislature passed HB 3644, which created the Statewide Shelter Program, a comprehensive funding program for state supported local shelters based in regional coordination. In addition to the statutory framework, the Legislature passed a funding package of \$204 million to support sheltering efforts in the 2025-2027 biennium, with \$102 million as the new baseline level of funding for all biennium through 2034. In a tight budget environment, the Legislature's ability and interest in continuing these investments is unclear.

As Oregon continues to face increasing rates of unsheltered homelessness, the LOC is committed to strengthening a regionally based, state-supported homeless response system to ensure all Oregonians can equitably access stable housing and maintain secure, thriving communities. Regional coordination is key to the system's success, and the state, cities, and counties must be part of the solution together.

FULL FUNDING AND STREAMLINING FOR HOUSING PRODUCTION

RECOMMENDATION: The LOC will seek opportunities to address structural barriers to

production of different housing options at the regional and state level. This includes:

- Streamlining state agency programs, directives, funding metrics, and grant timelines that impact development;
- Accurate tracking of units produced on the ground, rather than units unlocked;
- Aligning state programs with local capital improvement and budget timelines; and
- Increasing connections between affordable housing resources at Oregon Housing and Community Services (OHCS) with the land use directives in the Oregon Housing Needs Analysis (OHNA) and Climate Friendly and Equitable Communities (CFEC) programs at the Oregon Department of Land Conservation and Development (DLCD).

Additionally, the LOC will advocate maintaining and increasing state investments to support the development and preservation of a range of needed housing types and affordability, including:

- Publicly supported affordable housing and related services;
- Affordable homeownership;
- Permanent supportive housing;
- Affordable modular and manufactured housing;
- Middle housing types; and
- Moderate-income workforce housing development.

Background: Recent legislation and executive orders have made significant changes to the state's land use planning process, including new housing production directives for cities and counties. And yet, housing production levels remain below our state's current needs. The state should prioritize implementation, funding, and coordination of existing programs in the 2027-2028 legislative sessions before considering any new policies, including direct funding for housing production to address the underlying economic challenges that prevent production.

LAND AVAILABILITY AND LAND USE STREAMLINING

RECOMMENDATION: The LOC supports updates and streamlining statutes to better support good land use planning and land availability for all needs. This includes:

- Refining land use statutes to provide more clarity and legal certainty for cities;
- Clarifying wetland statutes and inventories to allow efficient and orderly urbanization of land within urban growth boundaries (UGBs);
- Streamlining UGB expansion and swap processes for residential, commercial, and

industrial land;

- Improving urban reserves process and land prioritization; and
- Funding for technical assistance for code audits and updates to comply with new state statutes.

Background: Oregon’s land use system has undergone substantial change over the past decade, without revisions to the underlying structure. Years of layering legislation with different requirements and new interpretations of existing law have increased regulatory complexity that cities must navigate to be compliant within Oregon’s land use system. Complying with state land use laws has become expensive, time-consuming and confusing, and prevents cities from having sufficient land for all needs (housing, industrial, and commercial). This has created challenges for ensuring that communities have sufficient supplies of land for all types of development, impacting other the housing and economic development priorities of the state.

Energy and Environment Committee

LOC Contact: Greg Miller, gmliller@orcities.org

INVEST IN COMMUNITY ENERGY RESILIENCE/DISASTER PLANNING

RECOMMENDATION: The LOC will engage in efforts to provide planning resources, technical assistance and funding to cities preparing to withstand, maintain and recover their energy needs in the event of a disaster. This includes resources for energy efficiency and/or local energy generation like biomass, solar, hydro, biogas, and generators. It also includes virtual power plants, microgrids, energy storage, and other solutions that help cities and their communities increase energy resilience.

Background: Frequency and severity of natural disasters and growing regional energy shortages have demonstrated the potential to cripple Oregon communities during an emergency. Intentional disaster planning and community energy resource development can be costly, but will contribute to Oregon cities' resilience and ongoing viability during floods, seismic events, drought, wildfires, and energy brown/blackouts.

SUPPORT EXPEDITED LOCAL RENEWABLE ENERGY GENERATION

RECOMMENDATION: The LOC will continue to support traditional large renewable energy development and transmission projects while mitigating impacts on local control. To support Oregon clean/renewable energy targets and increased capacity, the LOC also supports local initiatives to develop alternative/renewable energy sources that fit the needs of each city.

Background: Recent studies of projected Pacific Northwest energy load growth in the next five years show a projected shortfall of 3GW (3,000,000kw) by 2030. That shortfall compounds by 2035. Viability of Oregon cities depends upon increased reliable energy generation.

SUPPORT INCREASED ENERGY TRANSMISSION CAPACITY

RECOMMENDATION: The LOC will explore and support initiatives that increase renewable energy transmission while mitigating impacts on local control.

Background: Large scale renewable energy is largely produced east of the Cascade divide. Maximizing current transmission and developing new capacity to make renewable energy available to all regions is an important factor in achieving equitable community energy resilience while meeting Oregon decarbonization and climate goals.

MAINTAIN AFFORDABLE ENERGY WHILE SUPPORTING GRID HARDENING AND MODERNIZATION

RECOMMENDATION: The LOC will support initiatives that balance necessary grid modernization against manageable rate increases for cities and residents.

Background: Growing and modernizing Oregon's aging electric grid is necessary. However, upgrades and increased capacity are challenging. Utilities are not insulated from recent inflation and face unprecedented increases in equipment and infrastructure costs. Customers are also seeing increased rates due to rising utility infrastructure costs and spending on wildfire mitigation.

RESOURCE PROGRAMS FOR ENERGY EFFICIENCY PLANNING AND PROJECT DEVELOPMENT

RECOMMENDATION: The LOC will support legislation that further supports Community Renewable Energy Programs, Green Bank Concepts, Home Energy Rebates, Solar and Storage Rebates, Electrification Incentives.

Background: Oregon's 241 incorporated cities are at the forefront of delivering on Oregon's climate and energy goals: building decarbonization, energy efficiency and renewable energy generation. These mandates, while important, fall largely upon local governments that are perpetually constrained financially. Continued legislative allocations to support climate/energy programs and local governments will be paramount to continue taking the incremental steps necessary to achieve the state's 2030 greenhouse gas reduction targets and 2040 emissions elimination goals.

SUPPORT ADMINISTRATIVE CAPACITY

RECOMMENDATION: The LOC will support state budgets that increase targeted agency capacity needed to adequately and efficiently provide technical assistance, permitting and resources to municipalities related to state and federal energy and climate goals. This includes fully funded and staffed local programs dedicated to implementation of state climate and decarbonization initiatives, especially those related to guidance derived from federal agencies.

Background: Looming large in the Pacific Northwest are concerns about federal energy policies and utility capabilities to meet Oregon’s clean energy targets. Additional capacity at the state level will support communities that are navigating changing guidance and requirements.

Finance, Taxation, and Economic Development Committee

LOC Contact: Colette Tipper, ctipper@orcities.org

TARGETED PREVAILING WAGE CHANGES

RECOMMENDATION: The LOC will advocate for targeted changes to prevailing wage requirements that: recognize urgent needs for Oregon communities; consider the impact of inflation; and maintain the original intent of Oregon’s prevailing wage law. This includes supporting reoccurring legislation to exempt publicly financed facilities aimed at addressing the housing crisis (affordable housing, shelters, day centers) and the lack of childcare, as well as efforts to address mounting infrastructure needs impacting housing and economic development. The LOC will support additional clarity around split determination issues that are impacting growth, ensuring cities can proactively prepare for growth without impacting future, private developments.

Background: Prevailing wage rates are minimum hourly rates a contractor must pay its employees under public works contracts; and while there are federal and state prevailing wage rates, the recommendation above impacts state prevailing wage laws. The wage rates vary by occupation and region, with the rates being set by the Oregon Bureau of Labor & Industries (BOLI). Oregon law requires prevailing wages to be paid on a project if it hits one of two specific triggers: the public agency trigger or the public funding trigger:

1. Public Agency Trigger - If a project meets the definition of a “public works” under ORS 2798C.800(6)(a) and the total cost of the project is \$50,000 or more. Examples of qualifying projects include roads, buildings, and improvements – whether it’s new construction, renovation, painting, demolition, or the removal of hazardous waste. The \$50,000 threshold was set in 2005. If adjusted for inflation, the threshold would be roughly \$86,000.
2. Public Funding Trigger - A project might be private, but it uses \$750,000 or more of

taxpayer money. The same types of projects qualify for the public funding trigger. Note: there are very specific exceptions of public money being used that do not trigger prevailing wages (see ORS 279C.810(1)(a) and OAR 839-025-0004(11)(b)). The \$750,000 threshold was set in 2007. If adjusted for inflation, the threshold would be roughly \$1.2 million.

Additionally, Oregon law states that in the case of public-private partnerships, BOLI shall divide the project to separate the private and public aspects of the project. The public aspects of the project will be subject to prevailing wage, while the private aspects will not. [This recently impacted developments in the Willamette Valley](#). Developable lots with publicly funded infrastructure should not mean that private projects automatically prevail.

ALCOHOL REVENUE MODERNIZATION

RECOMMENDATION: The LOC will advocate for alcohol tax revenue modernization that generates increased shared revenues for cities. This includes support for recommendations from the HB 3610 Task Force on Alcohol Pricing to increase beer and wine taxes while preserving the existing 34% revenue-sharing distribution to cities. This may also include legislation removing the preemption on local alcohol taxes.

Background: Cities have significant public safety costs related to alcohol consumption and must receive revenue commensurate to the cost of providing services related to alcohol. In considering an increase, the LOC will balance the economic and consumer pressures impacting breweries across the state.

Oregon is a control state and the Oregon Liquor and Cannabis Commission (OLCC, formerly known as the Oregon Liquor Control Commission) acts as the sole importer and distributor of liquor. Cities and other local governments are preempted from imposing alcohol taxes. In exchange, cities receive approximately 34% share of net state alcohol revenues. The OLCC has also imposed a 50-cent surcharge per bottle of liquor since the 2009-2011 biennium, which is directed towards the state's general fund. Oregon's beer tax has not increased since 1978 and is \$2.60 per barrel, which equates to about 8.4 cents per gallon, or less than 5 cents on a six-pack. Oregon's wine tax is 67 cents per gallon and 77 cents per gallon on dessert wines. Oregon has one of the lowest beer taxes in the country ([source](#)) and the wine tax is closer to national average ([source](#)).

EMERGENCY COMMUNICATION SYSTEM RESOURCES

RECOMMENDATION: The LOC will support legislation enhancing the effectiveness of the state's emergency communications system through an increase in the 9-1-1 tax. Inflationary factors have lessened the impact of the [emergency communications tax](#). State estimates indicate that this revenue covered 40% of dispatch center costs, but that

figure is inaccurate, with some communities receiving as little as 20-25%.

Background: Oregon's 9-1-1 tax was increased to \$1.00 per line or prepaid transaction effective January 1, 2020, and further increased to \$1.25 effective January 1, 2021. Before this change from 2019's HB 2449, the rate had been 75 cents since 1995. The new tax increase on 9-1-1 expires January 1, 2030. Most cities will not receive this state shared revenue directly, as the city share is directed to the public safety answering point (PSAP) provider connected to the statewide network, and most of these are managed by counties or a regional entity, rather than a city. The PSAPs are only partially funded through the state's Emergency Communications Tax, with the balance of operating costs coming primarily from property taxes. Local governments receive approximately 60% of 9-1-1 taxes, but the taxes generally covered less than 25% of the costs of total PSAP operations before the recent rate increases. Ratios of individual PSAP costs to taxes received vary. The local government share of the state tax is distributed 1% to each county, with the remainder distributed per capita.

STRENGTHENING ECONOMIC AND WORKFORCE DEVELOPMENT

RECOMMENDATION: The LOC will support efforts to modernize and strengthen Oregon's existing economic development programs while advocating to maintain local flexibility and autonomy over local revenues. The LOC's advocacy includes strengthening and increasing funding for current state programs like Enterprise Zones (EZ), Long Term Rural Enterprise Zone (LTREZ), the Strategic Investment Program (SIP), the Industrial Site Loan Fund, Brownfield programs, and infrastructure programs, as well as new efforts to support a healthy economy.

The LOC will also support efforts to strengthen Oregon's workforce development initiatives that help to meet critical workforce shortages experienced by public and private employers throughout the state. The LOC will advocate for policies and investments that strengthen local talent pipelines, expand access to workforce education and training, and help communities recruit and retain the skilled workforce needed to support and grow a healthy economy.

Background: Communities across the state have leveraged local economic development incentive programs (Enterprise Zones (EZ), Long Term Rural Enterprise Zone (LTREZ), Strategic Investment Program (SIP), etc.) to support strong local economies, community investment, and long-term economic growth. These programs are intentionally designed to provide local governments with flexibility to attract and retain industries that align with local economic priorities, infrastructure capacity, and workforce needs. The EZ and LTREZ programs provide local governments the option to offer a temporary full exemption from property taxes for qualified new business investment, while the SIP program allows local governments to offer a 15-year partial exemption on the value of new property exceeding a specified investment threshold.

These incentive programs are critical tools for maintaining Oregon’s national competitiveness and generating substantial long-term benefits through job creation, enhanced economic activity, infrastructure investment, and increased tax revenues. Local governments absorb the primary impact of temporary property tax exemptions and provide the infrastructure and public services necessary to support development, while the state realizes significant revenue gains through increased income tax collections and broader economic activity generated by these investments. As the state increasingly benefits from local economic development efforts, it should also be a stronger financial partner in supporting and sustaining these programs. Preserving local discretion, predictability, and flexibility within economic development programs remains essential to ensuring communities can effectively compete for and support major economic development opportunities.

Public and private employers across the state are having trouble filling critical workforce needs. As an example, Oregon respondents to the [2025 Associated General Contractors of America Workforce Survey](#) indicate that 56% expect to hire new employees and 54% have increased headcount in the last year. However, 52% of respondents report trouble hiring due to a lack of qualified and credentialed candidates. This challenge rings true for cities. Cities have reported trouble filling wastewater treatment positions due to lack of qualified candidates, while community colleges are neglecting to start programs because of the high cost of running them.

Transportation Committee

LOC Contact: Nicole Stingham, nstingham@orcities.org

2027 TRANSPORTATION PACKAGE

RECOMMENDATION: The LOC supports a robust transportation package that supports Oregon's multi-jurisdictional, multi-modal, and safety-oriented transportation system. Recognizing that Oregonians don't always know who owns what route they rely on, any revenue should support our shared transportation system. The LOC believes this is most effective through a statewide revenue source rather than more administratively burdensome and inequitable local revenue methods that are unable to ensure that all users pay their fair share (including through user fees).

Cities and locally owned transportation systems rely on a strong state partner to meet our shared goals of a system that moves people from “point a to point b” safely and effectively. In addition, the conditions of state and county routes impact cities by both directing additional traffic on city streets and affecting how residents get to where they need to go safely. This requires system expansion to be secondary to restoring funds in grant programs and transit services, protecting existing programs, and an overall focus on operation and maintenance.

Background: After a failed package in 2025, efforts are underway on a 2027 package to address the known need for state, county, and city infrastructure. The State Highway Fund (SHF) is the primary revenue source for the state’s transportation infrastructure, and comes from various sources, including gas and diesel tax, weight mile tax, vehicle registration fees, vehicle title fees, and driver’s license fees. These funds are distributed using a 50-30-20 formula, with 50% going to the state, 30% to counties, and 20% to cities. Continued investment in transportation infrastructure is critical for public safety objectives such as the Safe Routes to Schools and the Great Streets programs. In addition to those grant programs, local communities rely on the Statewide Transportation Improvement Fund and Oregon Community Paths resources. These programs are essential in cities to support efficient, convenient, safe, cost-effective transportation systems that are open to all members of our communities.

CAUTIOUS ADOPTION OF AUTONOMOUS VEHICLES

RECOMMENDATION: The LOC will advocate for necessary tools to support communities as autonomous vehicles (AVs) come to Oregon, particularly for private for-hire AVs. Cities are proactively and cautiously preparing for new technology, like autonomous vehicles, and it’s crucial to get the regulations right to ensure proper coordination, alignment between all stakeholders, and flexibility as the technology is evolving rapidly.

AVs will impact city goals and requirements, ultimately impacting their transportation system plans. Cities must not be preempted in their ability to permit (as it relates to private for-hire AVs) and regulate the use of this new technology on city infrastructure. Cities should have the ability to:

- Ensure AVs follow the rules of the road and can receive traffic violations like human drivers, and that law enforcement officials are trained on ways to disengage an AV;
- Require geofenced areas to have operational standards based on the local needs or goals (like limiting 0 passenger trips), to accommodate special events, or to address infrastructure challenges that prevent safe deployment of technology;
- Allow revenue generation to offset costs for training law enforcement and first responders; and
- Limit the number of AVs that are allowed to operate in a city, potentially scaling up as predetermined performance benchmarks are reached.

At the same time, the LOC supports federal authority to determine if and when an AV is street ready. In addition, the state should determine cyber safety standards, insurance requirements, vehicle registration, and other activities.

Background: With new technologies comes new and unforeseen challenges and opportunities. AVs offer the ability to improve traffic safety by limiting human error, as

industry data shows. AVs could also promote other economic activity and create access to our transportation system. At the same time, there are key risks to mitigate as we learn lessons from cities across the nation that have operated with AVs. One lesson – a slow rollout will help companies identify and address issues as they arise. From navigating weather to power outages, San Francisco transportation officials have learned a lot and shared that with the LOC’s Transportation Policy Committee. Despite AVs being in operation for years, the California Department of Motor Vehicles recently created rules around traffic citations for AVs nearly two years after their state legislature passed authorizing legislation. Oregon would benefit from waiting until the technology has advanced, being a fast follower rather than an early adapter. In addition, Oregon should balance support for industry and competition with public trust and public good.

In addition, for more than 40 years, the state of Oregon has recognized that for-hire services like taxis and other vehicles for-hire are a necessary part of the transportation system and has left regulation to local authorities (see ORS 221.485, ORS 221.495). Private for-hire AVs should have higher standards for city regulation versus privately owned vehicles.

CITY SUPPORTED STREET SIGN TRADITIONS

RECOMMENDATION: The LOC will advocate to allow cities to support community activities and fundraisers through signs on light poles. Many cities hang signs on street light poles to recognize holidays, and in some cases these signs are sold as a fundraiser to support chambers, downtown organizations, or other community causes (examples include Mother’s Day flowers and Christmas ornaments). State statute prevents this if the sign is visible from a state highway. The LOC will work to create flexibility for cities to support these fundraisers even if they are visible from a state highway.

Background: State statute prevents “advertising signs” within view of state highways, even if they are not on state right-of-way. The state considers advertising to be any exchange of compensation, regardless of its intended purpose. While this is a long-standing statute that is not actively consistently enforced, it has recently prevented one community from supporting a fundraiser for their downtown association. The LOC Transportation Policy Committee is flexible on the solutions and has directed staff to work with the Oregon Department of Transportation on bill language to address this in the least administratively burdensome manner, which will likely include a waiver for fundraising efforts that are endorsed by a city.

Water and Wastewater Committee

LOC Contact: Michael Martin, mmartin@orcities.org

INFRASTRUCTURE FUNDING

RECOMMENDATION: The LOC will advocate for increased and sustained investments in drinking water, wastewater, stormwater, and water reuse infrastructure needed to support housing production, economic development, public health, and environmental protection. This includes: expanding flexible, low-cost financing tools that reduce ratepayer burden; supporting infrastructure capacity needed for housing and economic development; investing in aquifer storage and recovery projects; protecting system development charge authority; and sustaining infrastructure financing programs, including the Special Public Works Fund, which help communities address critical infrastructure needs. The LOC will advocate for policies that recognize the increasing costs associated with regulatory compliance, environmental protection, and workforce needs.

Background: Water infrastructure (drinking water, wastewater, stormwater, and reuse) is essential to supporting housing production, economic development, public health, and environmental protection in communities across Oregon. Cities own and operate drinking water, wastewater, stormwater, and water reuse systems that require ongoing investment to maintain reliability, comply with state and federal regulations, and serve existing and future residents.

The 2024 LOC Infrastructure Survey identified approximately \$6.4 billion in water infrastructure needs statewide. Cities continue to face increasing costs associated with aging infrastructure, regulatory compliance, environmental requirements, workforce challenges, and inflationary factors.

Without adequate infrastructure capacity, communities may struggle to accommodate needed housing development and economic growth. State investments should support direct infrastructure projects and proven financing programs that help communities plan, construct, and upgrade critical facilities. State programs like the Special Public Works Fund play an important role in helping communities address critical infrastructure needs.

WATER REUSE

RECOMMENDATION: The LOC will advocate for policies and investments that support the development and expansion of water reuse projects throughout Oregon. This includes: funding for planning, design, and construction; clear and predictable regulatory pathways; and technical assistance for local governments. The LOC will support

maintaining local flexibility to implement community-specific reuse solutions that protect public health and environmental quality.

Background: The Legislature has recognized the value of water reuse through [House Bill 2169 \(2025\)](#). Despite growing interest in water reuse, many communities face financial, technical, and regulatory barriers that limit the development of water reuse. Cities need funding, technical assistance, and regulatory certainty to evaluate and implement reuse projects that meet local needs. As Oregon continues to invest in water infrastructure and community resilience, water reuse should be recognized as an important tool that complements existing water management strategies and helps communities achieve long-term sustainability goals.

RATEPAYER ASSISTANCE

RECOMMENDATION: The LOC will advocate for improved affordability for drinking water and wastewater customers while maintaining the financial stability necessary to operate, maintain, and improve local utility systems. This includes state-supported water and wastewater ratepayer assistance programs, and policies that consider affordability impacts on residents.

Background: Cities face the challenge of balancing affordability for residents with the investments necessary to maintain safe and reliable utility systems. State-supported ratepayer assistance programs and increased participating in infrastructure funding can help reduce financial burdens on households while preserving the financial sustainability of local utilities and ensuring continued access to essential water services. In 2025, the Legislature introduced [House Bill 3527](#), which requested \$11 million to continue funding the program, but the bill did not advance out of the budget committee.

WATER WORKFORCE DEVELOPMENT

RECOMMENDATION: The LOC will advocate for investments in workforce development programs that support the recruitment, training, certification, and retention of drinking water and wastewater professionals. This includes: support for operator-in-training and apprenticeship programs; certification and reciprocity improvements; regional training opportunities; and funding that helps communities develop and maintain a qualified water workforce.

Background: Oregon cities depend on certified operators and other utility professionals to provide safe drinking water, protect water quality, maintain regulatory compliance, and operate increasingly complex infrastructure systems. Water utilities across the state face growing challenges of recruiting, training, and retaining qualified personnel.

Investments in workforce development, training infrastructure, and career pathways will

help ensure communities have the skilled workforce necessary to operate and maintain critical water infrastructure systems. The Legislature recently recognized the importance of this workforce with [House Bill 4007 \(2026\)](#), which established a “Water Professionals Appreciation Week” annually in October.

Proposed Ordinance – Shared Use Trail Safety

Section 1. Purpose

The purpose of this ordinance is to promote the safe shared use of city trails by pedestrians, bicyclists, and users of electric-assisted bicycles while preserving access for all users.

Section 2. Applicability

This ordinance applies to all bicycles, electric-assisted bicycles, scooters, and other similar personal transportation devices operating on City-owned shared-use trails.

Section 3. Speed Limit

No person shall operate a bicycle or electric-assisted bicycle at a speed greater than 10 miles per hour on any designated shared-use trail owned or maintained by the City.

Operators shall travel at a speed that is reasonable and prudent for existing conditions and shall reduce speed as necessary to avoid conflicts with pedestrians or other trail users.

Section 4. Right-of-Way

Pedestrians shall have the right-of-way at all times.

Operators overtaking a pedestrian shall:

- Give an audible signal before passing when practical.
- Pass only when it can be done safely.
- Yield to pedestrians, children, persons with disabilities, and animals.

Section 5. Reckless Operation

No person shall operate any bicycle or electric-assisted bicycle in a careless or reckless manner that endangers another person or property.

Section 6. Penalty

A violation of this ordinance is a municipal infraction punishable by a fine established by City Council.

City Administrator Report
July 6, 2026 Rainier Council Meeting

Mayor Cole and Members of the Council,

During the week of June 8, I executed the City's contracts with Cowlitz Clean Sweep and Delta Operations.

I went and paid my respects to late former St. Helens City Administrator John Walsh on June 16 and attended the library board meeting.

The following day, I participated in a hike along Fox Creek with Public Works Director Russ Reigel and staff and volunteers from the Lower Columbia Estuary Partnership. I met with Columbia PUD Executive Director Mike Sykes June 18.

On June 22, I met with new Clatskanie City Administrator N.J. Johnson and Rainier Chamber of Commerce President Nicole Jordan. I also spoke with Garrett Altmann, senior manager for the Environmental Policy Innovation Center's Western Restoration Program, about setting up a meeting to look at grant opportunities for emergency backup water supplies.

I've also been working with Lety Juarez to make arrangements for the upcoming Rainier River Jam concert series.

Lastly, I spent the afternoon of June 26 helping Library Board members set up for the citywide yard sale.

At Your Service,

W. Scott Jorgensen, Executive MPA
City Administrator

July Council report

1. Wednesday June 17 had a team's meeting with engineers about diverting water plant backwash water to a bioswale in water shed. They are working on a proposal.
2. Tuesday June 23 had a meeting with the Washington Department of Ecology to discuss our permit to haul sludge to Washington. I have a few things to adjust to our application, and it should be completed.
3. Tuesday June 23 had a meeting with the insurance adjustor for the missing dock.
4. Wednesday June 24 the pump was pulled at the raw water intake. Crane broke down last week when the pump was originally scheduled to be pulled. Waiting on inspection report of pump.
5. The week of June 22 to the 26 the crew did some major repairs on the dam spillway removing debris and replacing rotten boards.