CITY OF MOLALLA
CITY COUNCIL REGULAR MEETING
AGENDA

Council Chambers | Molalla Civic Center - 315 Kennel Avenue - Molalla
Wednesday | March 27, 2024 | 7:00 PM

NOTICE: City Council will hold this meeting in-person and through video Live-Streaming on the City's Facebook Page and YouTube Channel. Written comments may be delivered to City Hall or emailed to recorder@cityofmolalla.com. Submissions must be received by 12:00 p.m. the day of the meeting.

1. CALL TO ORDER AND FLAG SALUTE

2. ROLL CALL

3. CONSENT AGENDA

A. City Council Meeting Minutes – March 13, 2024 Pg. 2
B. Resolution No. 2024-02: Adopting the Emergency Operation Plan Pg. 26

4. PRESENTATIONS, PROCLAMATIONS, CEREMONIES

A. Molalla Rural Fire Department – 100 Years (Keyser)
B. Budget Committee Appointments (Keyser)

5. PUBLIC COMMENT

(Citizens are allowed up to 3 minutes to present information relevant to the City but not listed as an item on the agenda. Prior to speaking, citizens shall complete a comment form and deliver it to the City Recorder. The City Council does not generally engage in dialog with those making comments but may refer the issue to the City Manager. Complaints shall first be addressed at the department level prior to addressing the City Council.)

6. PUBLIC HEARINGS

7. ORDINANCES AND RESOLUTIONS

8. GENERAL BUSINESS

A. Contract Award: S. Molalla Avenue Waterline (Miller) Pg. 207

9. STAFF COMMUNICATION

10. COUNCIL COMMUNICATION

11. ADJOURN

Agenda posted at City Hall, Library, and the City Website at http://www.cityofmolalla.com/meetings.This meeting location is wheelchair accessible. Disabled individuals requiring other assistance must make their request known 48 hours preceding the meeting by contacting the City Recorder's Office at 503-829-6855.

City of Molalla
City Council - Regular Meeting
Minutes – March 13, 2024

Molalla Civic Center | 315 Kennel Ave. | Molalla, OR

CALL TO ORDER

The Molalla City Council Meeting of March 13, 2024 was called to order by Mayor Scott Keyser at 7:01pm.

COUNCIL ATTENDANCE

Present: Mayor Scott Keyser, Council President Jody Newland, Councilor Leota Childress, Councilor Terry Shankle, Councilor Crystal Robles, Councilor Eric Vermillion, and Councilor RaeLynn Botsford.

STAFF IN ATTENDANCE

Dan Huff, City Manager; Christie Teets, City Recorder; Mac Corthell, Assistant City Manager; Water Treatment Plant Manager, Seth Kelly.

APPROVAL OF AGENDA

City Recorder Teets announced a correction to Presentation Item D. The presentation should be listed as "YES for Molalla Kids" PAC Presentation, opposed to "Molalla River School District – Bond Presentation".

CONSENT AGENDA

A. Work Session Meeting Minutes – February 28, 2024
B. City Council Meeting Minutes – February 28, 2024
C. Library Board Meeting Minutes – July 28, 2023
D. Library Director Report – February 2024

ACTION:
Councilor Robles moved to approve the Consent Agenda; Councilor Vermillion seconded. Motion passed 7-0.
AYES: Vermillion, Shankle, Childress, Newland, Robles, Botsord, Keyser.
NAYS: None.
ABSENTIONS: None.

PRESENTATIONS, PROCLAMATIONS, CEREMONIES

A. Oregon Association of Water Utilities (OAWU) – Staff Recognition

Heath Cokely and Monty Norris with Oregon Association of Water Utilities presented the 2024 Wastewater Treatment Operator of the Year Award to employee James Clifton. This outstanding recognition is for going above and beyond in his field of work. WWTP Manager Kelly shared that over the past few years, Molalla has experienced significant growth. More responsibilities to water and wastewater management are a result of the increase population. James has been intregal in developing Operation & Maintenance procedures, along with Standard Operation Procedures for both plants. James is now working primarily at the Water Treatment Plant and WWTP Manager Kelly is grateful for his contributions. City Council and Staff thanked James for his contributions and congratulated him on the recognition by OAWU.

B. OLCC License Request – Cindy's Cafe

Cindy's Cafe desires to obtain an OLCC license in order to serve beer, wine, and spirits. City Recorder Teets stated that this item has been approved by Police Chief Long and staff recommends approval.

ACTION:
Council President Newland moved to approve the OLCC License Request for Cindy's Cafe; Councilor Vermillion seconded. Motion passed 7-0.
AYES: Vermillion, Shankle, Childress, Newland, Robles, Botsord, Keyser.
NAYS: None.
ABSENTIONS: None.

DRAFT

C. Molalla Elementary School – 5th Grade Project Presentation

Principal Womack thanked Council for inviting the 5th grade class to share their Park Presentation. Mr. Womack described the Project Based Learning approach for students as a hands on, lifeskill with real-world application. Mr. Hewitt, 5th Grade class teacher and Mr. Womack recently invited City Manager Huff and Assistant City Manager Corthell to the class to offer input on the students Park plans. Mr. Huff and Mr. Corthell viewed the seven presentations, then requested that the students work together to create one final presentation to bring to Council. Areas of focus for the project were: Park Project Standards, Park Areas, Feelings and Purpose of the Park, and a map of the prospective park. Mr. Hewitt allowed each student present their focus area to Council. (Photos attached to Meeting Minutes)

D. Molalla River School District – Bond Presentation

Kattie Riggs and Roxie Smith, Molalla residents, provided Council with the YES for Molalla Kids PAC Presentation. The presentation covered the need to build a new middle school, costs involved, and impact on the students and community. (Presentation attached to Meeting Minutes.)

Mayor Keyser asked for Public Comment on this item. City Recorder Teets informed Council that Molalla resident Carissa Ross submitted an email that will be reflected in the Meeting Minutes.

(For the complete video account of the YES for Molalla Kids Presentation, go to minutes 26:58 – 58:20)

PUBLIC COMMENT

Tony Mann, MRSD Superintendent, thanked City Manager Huff, City staff, and City Council for their time with the 5th Grade students. He expressed the importance of life beyond education, and the importance of students being exposed to various careers; whether it's college, technical, or trade school. Mr. Mann also invited Council to tour the Middle School during the next month and a half, including asking questions of Board Members or staff. He feels it is important to have an informed citizenry regarding voting for the Middle School Bond.

PUBLIC HEARINGS

None.

ORDINANCES AND RESOLUTIONS

None.

GENERAL BUSINESS

None.

STAFF COMMUNICATION

- Water Treamtent Plant Operator Kelly had nothing to report.
- City Manager Huff noted that the 5th Graders all wanted ponds in their parks, and that parks attract Ducks! He is inspired by the students work and is hopeful that staff will continue to work with students.
- City Recorder Teets announced a last call for Budget Committee applications. They are due on Thursday, March 21, 2024.
- Assistant City Manager Corthell announced that the Quarterly Community Development report will be available at the March 27, 2024 meeting. He also shared that the Public Comment period on the environmental has closed for the Wastewater Treatment Plant funding, placing us closer in the funding process. All of this will help in lowering cost to the consumer. Mr. Corthell also praised the 5th Grade class for bringing one park design to Council for consideration. The items presented will be taken into consideration for the Parks Master Plan.

COUNCIL COMMUNICATION

- Councilor Botsford announced the next Chamber of Commerce of meeting on March 14. She also expressed her gratitude for the office staff of our schools, as they are responsible for behind the scenes work.
- Councilor Vermillion announced the next MRSD Board meeting and offered his thanks to Mr. Hewitt's class.
- Councilor Robles shared the Code Compliance contact information for citizens regarding Parking Limitations and code violations.
- Councilor Shankle reminded citizens that Molalla Aquatic Center is offering free swim lessons during Spring Break. She also announced Spring Clean-Up and encouraged the community to participate.

- Councilor Childress thanked the 5th Grade students and enjoyed it immensely. She appreciated that Mr. Huff and Mr. Corthell directed the students to narrow it down to one park design.
- Council President Newland shared the next Town Hall Meeting will take place on Thursday, March 21, 2024. The theme is "Where Does Our Tax Money Go?" and other Budget questions. She also encouraged people to get involved in community government via School Board meetings and City Council meetings.
- Mayor Keyser shared that a Meet & Greet for Lynn Schoenfeld will be held on March 21st, at Molalla River Brewing. Lynn is running for Clackamas County Sheriff.

For the complete video account of the City Council Meeting, please go to YouTube
"Molalla City Council Meetings – March 13, 2024"

ADJOURN
Mayor Keyser adjourned the meeting at 8:25pm.

_____
Scott Keyser, Mayor

ATTEST:

_____
Christie Teets, CMC - City Recorder

DRAFT

Mr. Hewitt's 5th Grade Class – Park Presentation

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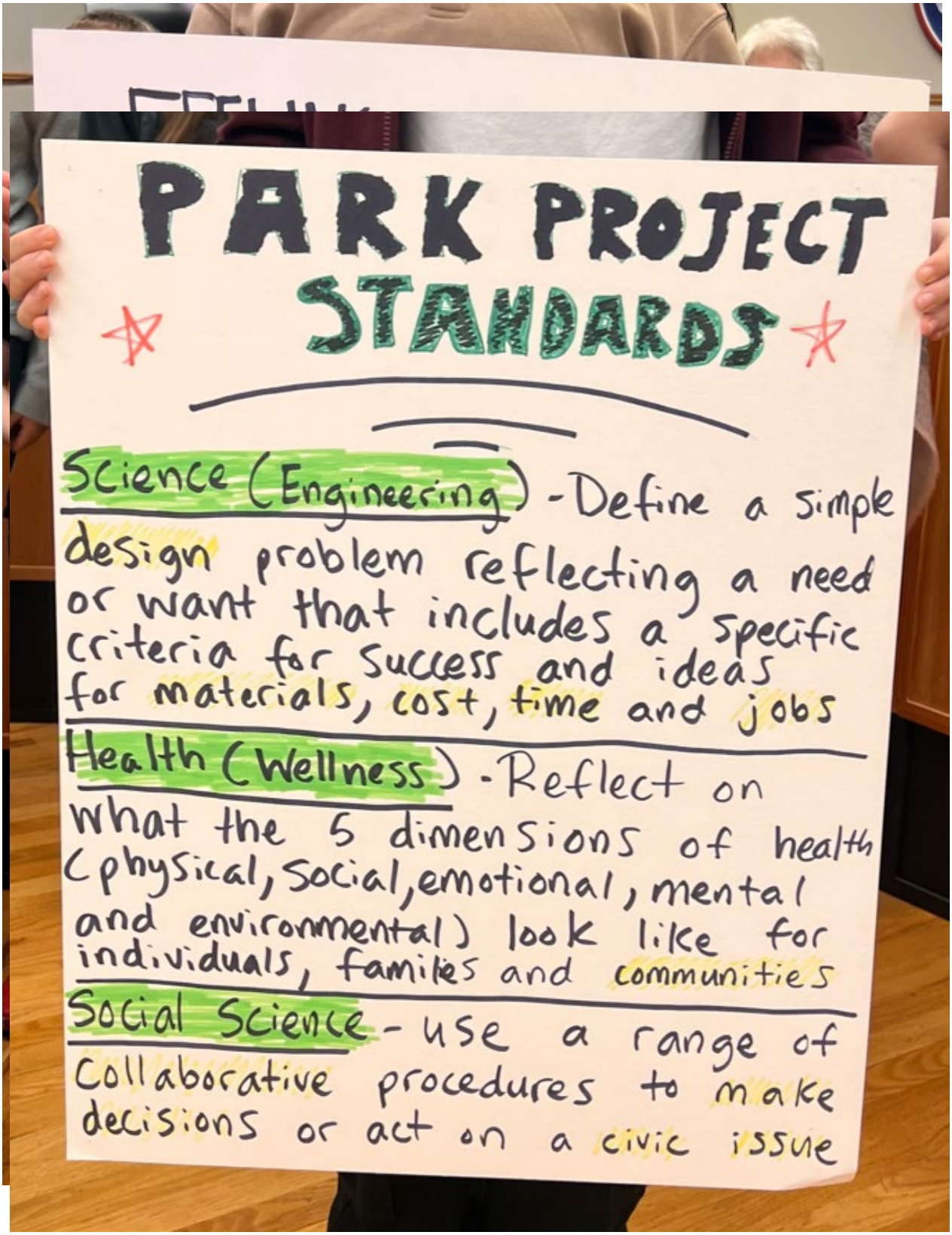

Mr. Hewitt's 5th Grade Class – Park Presentation

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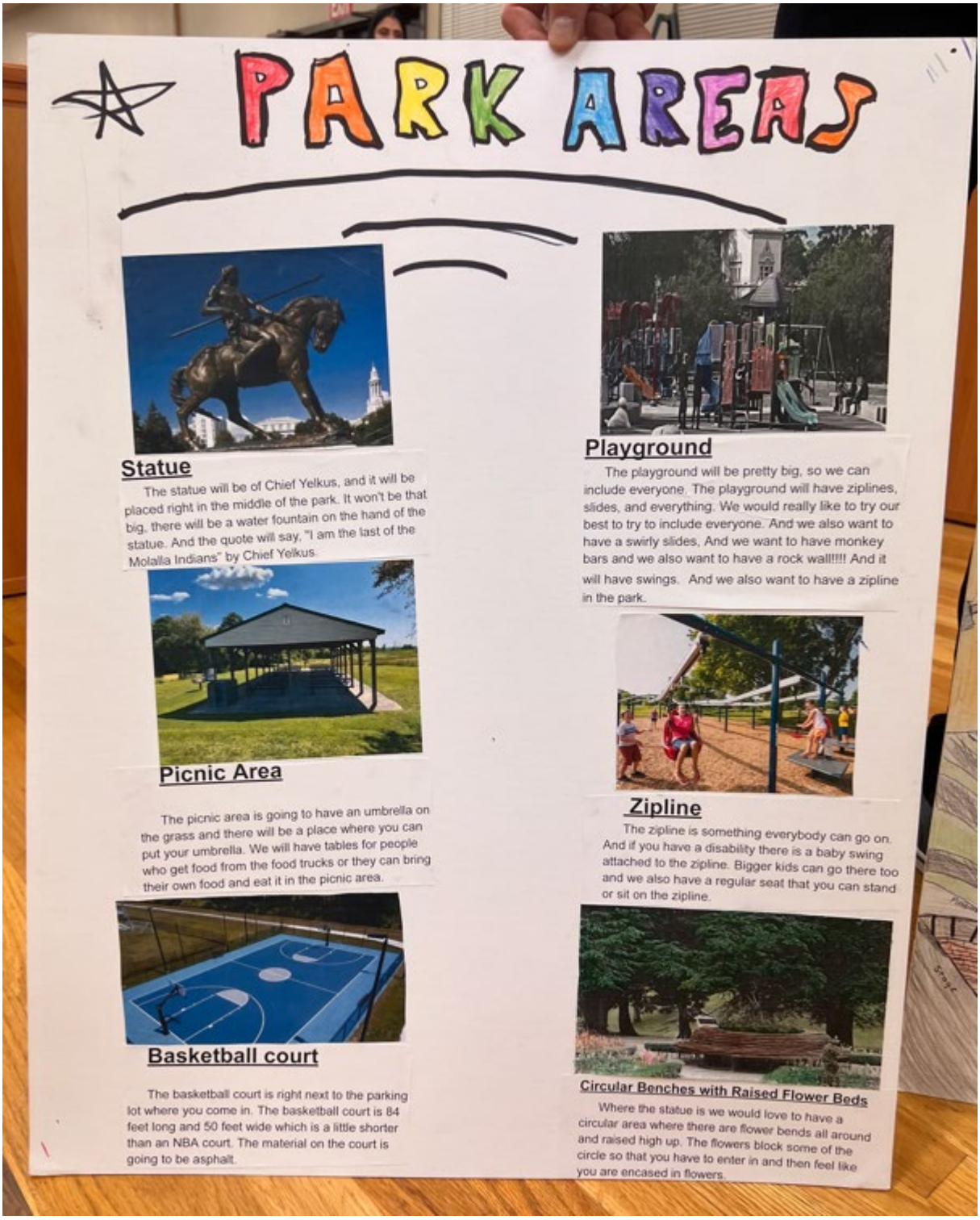
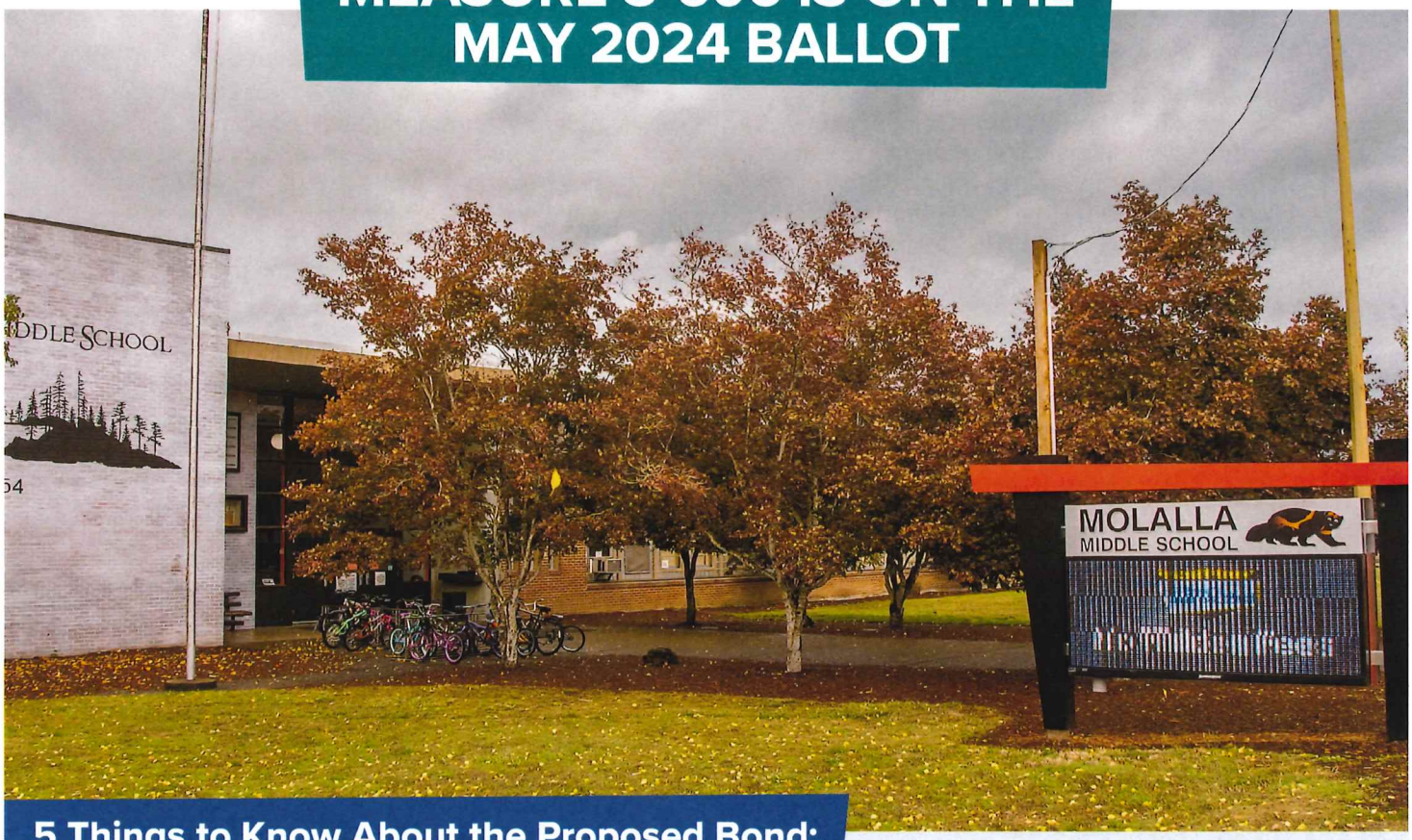


Mr. Hewitt's 5th Grade Class – Park Presentation

MOLALLA RIVER SCHOOL DISTRICT
2024 PROPOSED BOND

2024 MOLALLA RIVER SCHOOL DISTRICT PROPOSED MIDDLE SCHOOL REPLACEMENT BOND MEASURE 3-606

MEASURE 3-606 IS ON THE MAY 2024 BALLOT



5 Things to Know About the Proposed Bond:

1. Proposed Bond Measure 3-606 is on the May 2024 Ballot
2. If passed, 100% of bond funds would be used locally for Molalla River Middle School

If the Proposed Bond Measure passes, it would:

3. Replace the 70 year-old Molalla River Middle School building with a safe, secure facility
4. Fund air quality, health, and safety projects at Molalla River Middle School
5. Expand student opportunities with flexible learning spaces, additional Career and Technical Education classrooms, and technology upgrades

What if the Measure does not pass?

The projects would not be completed as proposed and property taxes would not be increased.

LEARN MORE

www.MolallaRiverSchoolBond.org

SCAN TO LEARN MORE

MOLALLA RIVER MIDDLE SCHOOL

MOLALLA RIVER SCHOOL DISTRICT

What Does the Future Hold for Our Middle School?

Middle School Design will use Community Feedback.

Oversight Committee is required!

A citizen-led, volunteer Community Bond Advisory Committee:

- Reviewed the school facility conditions and identified the highest needs; and
- Studied options and cost scenarios; and
- Hosted community listening sessions to gather community input; and recommended replacing Molalla River Middle School.
- The Molalla River School Board put a Bond Measure 3-606 on the May 21, 2024 ballot.

MEASURE 3-606

IF APPROVED WILL REPLACE MOLALLA RIVER MIDDLE SCHOOL ON THE SAME PROPERTY.

- 115,000 square feet
- Serve up to 700 students
- Efficient heating, air quality plumbing and electrical systems.
- Additional technology upgrades and career/technical education classrooms.

MEASURE 3-606 COSTS

The District estimates the $77.46 million bond, if passed, will cost property owners in Molalla River School District an additional $1.55/$1000 assessed value.

LEARN MORE AT WWW.MOLALLARIVERSCHOOLBOND.ORG

SCAN ME!

○ Update me on the Oversight process

○ Update me on the Molalla River Middle School Design Process

Online Form

Name: _____

Email Address: _____

Phone: _____

Suggestions Regarding Middle School Design:

_____

_____

_____

_____

_____

_____

_____

_____

MOLALLA RIVER SCHOOL DISTRICT

Molalla River School District
Preliminary Budget - Molalla River Middle School

Demolition/Abatement	
Demolition of Existing Buildings, Parking/Hardscape, and Landscape	$1,864,413
Hazardous Material Abatement	$524,685
Subtotal Demo	**$2,389,099**
New Construction	
115,000 SF New Construction	$50,288,059
700 student capacity	
One learning neighborhood per grade level (6th, 7th, and 8th grades – 3 total)	
Life Skills and Behavioral Program Support	
Support for multiple Career Technical Education (CTE) pathways	
Black Box Theatre for Drama/Media Production	
Music and Choir Rooms with shared practice/ensemble	
Main Gym (2 courts) suitable for full student body assemblies, bleacher seating for 700	
Auxiliary Gym (1 court)	
Meets current ADA accessibility requirements, energy code, and fire code	
Secure entry and perimeter, security cameras, and communication devices for student safety	
Oregon 1.5% for Green Energy Technology requirement	$1,138,164
Subtotal New Construction	**$51,426,222**
Site Work - Leroy Ave. Property	
Outdoor Dining and Covered Play Area	$1,205,571
Playfields, Baseball Diamonds, and Soccer field	$1,149,486
Utility, Electrical Service, and Right-of-Way improvements	$992,499
Parking, Bus Loop, and Sidewalks	$1,605,244
Landscaping, Irrigation, and Stormwater	$893,376
Site Earthwork	$912,274
Fencing	$268,371
Subtotal Site Work	**$7,026,821**
Development Costs	
Architect, Engineering, Construction Management, Testing & Inspection, Bond Issuance Costs	$13,866,957
Permit Fees	$587,726
Subtotal Development Costs	**$14,454,682**
Contingency - 3%	**$2,163,176**
Total Preliminary Budget	**$77,460,000**
	($673/SF)

** All items include cost escalation to Summer 2026 - anticipated start of construction.*

Online Form

Please complete the contact form to:

- Submit Design Suggestions
- Receive updates on the Oversight and Design Process

www.YesForMolallaKids.com

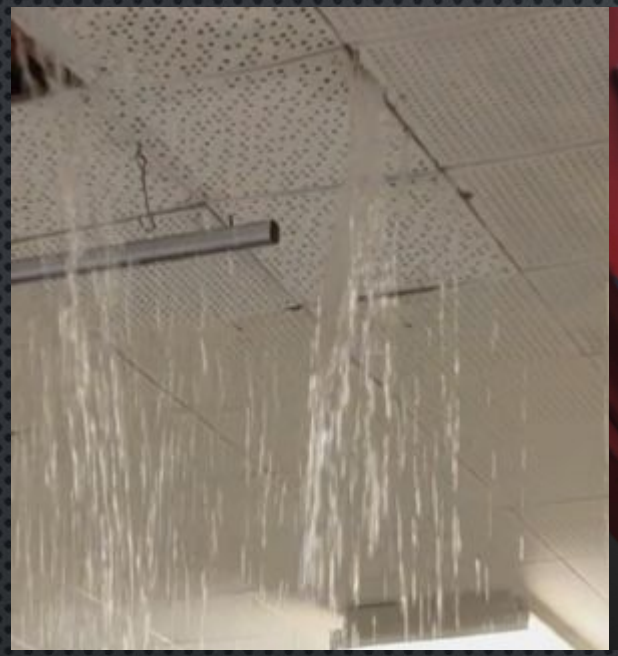
WOLVERINES
UNSTOPPABLE
109
MOLALLA RIVER

The Proposal -Measure 3-606

- CAPTION: **Bonds replacing Molalla River Middle School, improving safety, classrooms, education**
- QUESTION: **Shall district replace Molalla Middle School, improving school safety, learning spaces, removing hazards; issue $77.46 million in bonds; audits required?**

WHY REPLACE THE MIDDLE SCHOOL?

- Current Middle School is Failing – in need of critical repairs
- Serious Security Concerns
- Lack of learning space - overcrowded



A.O.Smith
MasterFit

Pearl

WHAT WILL A NEW MIDDLE SCHOOL MEAN FOR MOLALLA KIDS?

RePLACE Molalla River Middle School on same site

- New construction on north side of Middle School property
- Expanded capacity of 700 students
- 2022-2023 Middle School enrollment is approximately 540 students; the new school would allow for growth of 160 students

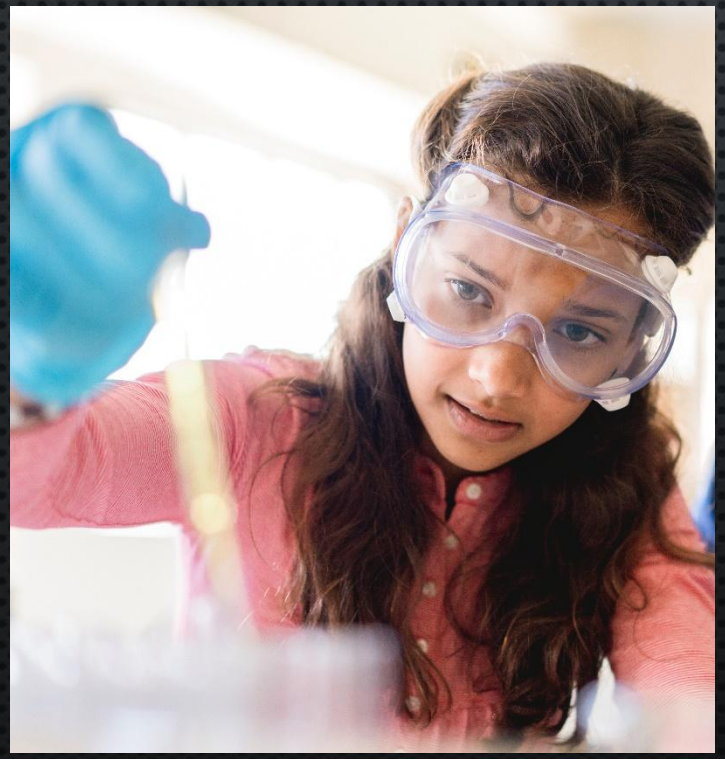
115,000 square foot school replacement school includes:

- One learning neighborhood per grade level (6th, 7th, and 8th grades – 3 total)
- Life Skills and Behavioral Program Support
- Support for multiple Career Technical Education (CTE) pathways
- Black Box Theatre for Drama/Media Production
- Music and Choir Rooms with shared practice/ensemble
- Main Gym (2 courts) suitable for full student body assemblies, bleacher seating for 700
- Auxiliary Gym (1 court)
- Secure courtyard, outdoor dining, covered play
- 3 baseball diamonds
- Soccer Field
- Irrigation for athletic fields
- Drop-off and bus loops and parking
- Meets current ADA accessibility requirements, energy code, and fire code
- Secure entry and perimeter, security cameras, and communication devices for student safety
- Abate hazardous material and demolish existing Middle School buildings

WHAT'S THE COST?

- $77 million General Obligation Bond
- Built on the same property as the current middle school, but adding capacity

- $1.55 per $1,000 of assessed value
- Molalla's average assessed value for homes is around $200,000 which would be an estimate of $36 per month



THREE KEY REASONS TO VOTE YES

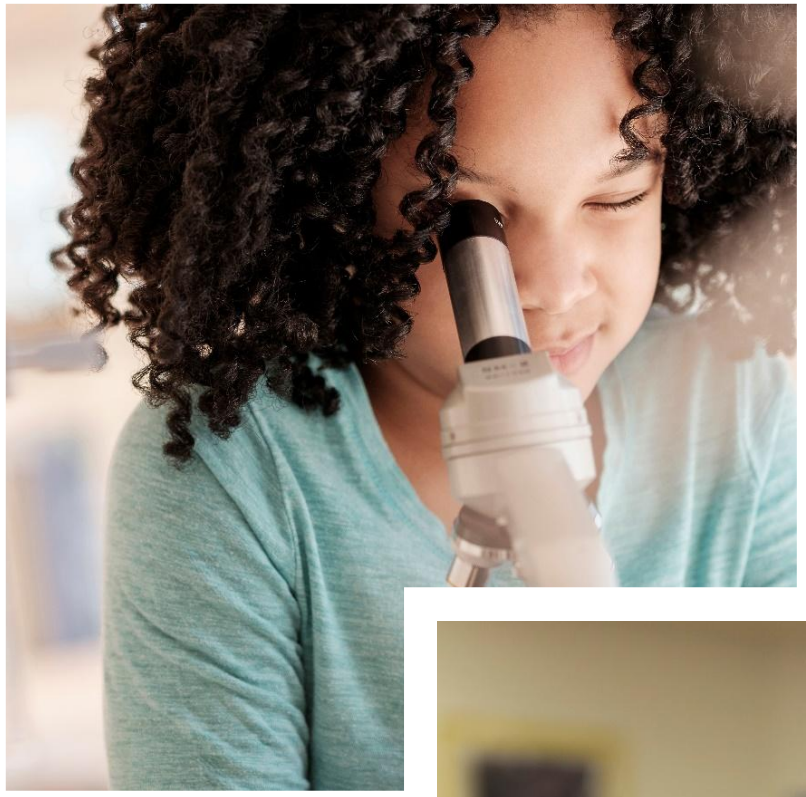
A Safe, Secure and Healthier School

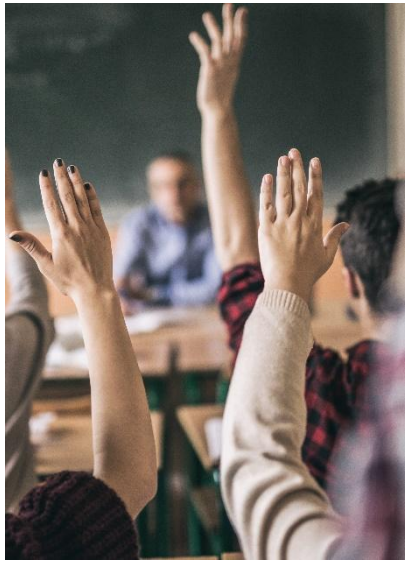
Better Opportunities for Our Kids

Right Fit, Right Time for Molalla

WHAT IS THE ASK?

- Volunteer
- Endorse
- Donate
- Vote





THANK YOU

INFO@YESFORMOLALLAKIDS.COM

www.YesForMolallaKids.com

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Get Adobe Reader Now!

CITY OF MOLALLA

117 N. Molalla Avenue
PO Box 248
Molalla, OR 97038

Staff Report

Agenda Category: Consent Agenda

Agenda Date: March 27, 2024

From: Assistant City Manager, Mac Corthell
Approved by: City Manager, Dan Huff

SUBJECT: Resolution 2024-02: Emergency Operations Plan Update

FISCAL IMPACT: N/A

RECOMMENDATION/RECOMMEND MOTION: Adopt.

BACKGROUND: In February of 2023, City Staff began the process of updating Molalla's Emergency Operations Plan. A Technical Advisory Committee was recruited to assist in the process and the following organizations were represented on the Committee, which met more than 10 times as the planning process played out:

Molalla Rural Fire District
Molalla River School District
Molalla Police Department
Molalla Public Works Department
Molalla Buckeroo Association
South Clackamas Transit District
Clackamas County Emergency Management
Molalla Code Enforcement
Molalla Community Development

The plan was also presented to the following entities at public meetings: The Molalla Rural Fire District Board, the City of Molalla Planning Commission, and the Molalla City Council on multiple occasions.

RESOLUTION NO. 2024-02

A RESOLUTION OF THE CITY OF MOLALLA, OREGON ADOPTING THE CITY OF MOLALLA EMERGENCY OPERATIONS PLAN

WHEREAS, the City of Molalla ("City") recognizes that planning and preparing for emergencies in advance can reduce potential harm to people and property within the community; and
WHEREAS, the City recognizes the importance of a unified and consistent system to prepare for, respond to and recover from disasters and emergencies; and
WHEREAS, an Emergency Operations Plan ("EOP") provides the framework for emergency response and emergency management in the City during disasters; and
WHEREAS, the City's emergency management program is committed to provide effective life safety measures, while reducing property loss and damage to the environment; and
WHEREAS, even though the City will do its best to prepare and respond to an emergency or disaster, it recognizes that the overall responsibility for emergency preparedness rests with each individual.

Now, Therefore, the City of Molalla Resolves as follows:

Section 1. The Emergency Operations Plan for the City of Molalla is attached hereto, incorporated by reference, and is hereby adopted.
Section 2. All Emergency Operations Plans adopted prior to March 27, 2024 are hereby classified as inactive, and shall be superseded by the plan attached hereto.
Section 3. This Resolution will take effect immediately upon passage by the City Council and signature by the Mayor.

Signed this 27th day of MARCH 2024.

_____
Scott Keyser, Mayor

ATTEST:

_____
Christie Teets, CMC
City Recorder

DRAFT

City of Molalla

Emergency Operations Plan

Clackamas County, Oregon

PLAN ADMINISTRATION

The regular update and maintenance of the City of Molalla (City) Emergency Operations Plan (EOP) is delegated by the City Council to the City Manager or their designee as Plan Administrator.

Responsibilities of the Plan Administrator include:

- Coordinate regular review and update of the EOP including coordination with Clackamas County Emergency Management
- Facilitate permission-based access to the EOP and make sure that the most current version is available to City employees, emergency services agency cooperators, and community partners.
- Serve as a primary point of contact questions or feedback on the EOP.
- Coordinate education, training, and exercise efforts designed to build capability to execute the EOP with confidence.

DOCUMENT SECURITY DIRECTIVE

The City of Molalla (City) Emergency Operations Plan (EOP) is classified as 'For Official Use Only'. It is intended for use by elected officials and city department heads and their senior staff members, emergency management staff, emergency services agency cooperators, and community and private sector partners that support emergency operations.

Though intentionally designed to not be a highly technical document, the EOP should only be used by individuals who have familiarized themselves with the plan and have authority and appropriate training to implement the procedures it contains or references.

PLAN DISTRIBUTION

Digital copies of this EOP will be made available to primary agencies identified in this plan and updates will be provided electronically through a shared network, when available. Hard copies will be kept in a secure location for ease of access when electronic copies are not available. Each recipient is responsible for updating their copy of the EOP when changes are received.

Portions of the EOP may be made available to the public to support understanding of how the whole community of partners in the City of Molalla work together during an emergency and the City reserves the right to redact elements of the EOP that contain sensitive information in accordance with Oregon public records law (Oregon Revised Statute 192.501).

PUBLIC RECORDS LAW

Portions of the EOP may be made available to the public to support understanding of how the whole community of partners in the City of Molalla work together during an emergency and the City reserves the right to redact elements of the EOP that contain sensitive information in accordance with Oregon public records law (Oregon Revised Statute [ORS] 192, Records; Public Reports and Meetings) under appropriate exemptions (ORS 192.345).

LEGAL DISCLAIMERS

The EOP does not supersede the Molalla City Code or any other local, state, or federal law regulation.

FUNDING AND ELIGIBILITY

The 2023 revision of the Emergency Operations Plan was formulated through a partnership with the Emergency Planning Committee, with the provision of funding from the American Rescue Plan Act (ARPA) of 2021 — a legislative package aimed at facilitating the nation's recovery from the economic and health effects of the COVID-19 pandemic. This update was conducted in alignment with the State Homeland Security Program (SHSP), ensuring adherence to the best practice guidelines delineated in the Comprehensive Preparedness Guide (CPG) 101 v.2.

ACKNOWLEDGEMENTS

The EOP was prepared under the direction of the City Manager and with active participation of the Emergency Planning Committee listed below. Further, the EOP Committee participated in the ICS 100 and 200 training that was sponsored by Clackamas County.

PLAN CONTROL RECORD

All updates and revisions to the plan will be tracked and recorded in the following table. The City Manager is responsible for disseminating the most current version of the EOP.

Date	Change Number	Purpose of Update
	00	Original Release
2023	01	Plan Update

LETTER OF TRANSMITTAL

The City of Molalla Emergency Operations Plan (EOP) is an all-hazards plan that describes how the City and its whole community of partners will organize and respond to emergencies and disasters in the community. The EOP provides a framework for coordinated response and recovery activities during circumstances that exceed local capabilities and describes how various agencies and organizations in the City and its communities will coordinate resources and activities with other federal, State, local, tribal and non-governmental organizations.

While local government has an important responsibility in the management of emergencies that impact the City, it is also the responsibility of residents of, and visitors to, the city to adopt a personal preparedness mindset and utilize local government response and resources in combination with proactive action to maintain individual, household, and business readiness before, during, and after an emergency.

The EOP is consistent with federal, State of Oregon, Clackamas County, and other applicable laws and regulations including use of the National Incident Management System and the Incident Command System.

_____

[NAME]
City Mayor [MONTH YEAR]

_____

[NAME]
City Manager [MONTH YEAR]

PLAN ORGANIZATION

BASIC PLAN

The City of Molalla Emergency Operations Plan (EOP) is organized as a Basic Plan supported by a series of functional annexes and appendices that contain supporting information and tools to aid in plan implementation.

Plan Section	Description
Introduction	Describe the purpose and scope of the EOP: the authorities on which it is based; and how it relates to other plans at the local, state and federal levels. This section also establishes the City Emergency Management Organization (EMO) and describes the processes for a local declaration of emergency.
Community Risk and Resilience	Provides a profile of the community and the hazards and threats that it faces. While an all-hazards plan, this EOP is designed to be responsive to the conditions that are unique to the city of Molalla as well as the capabilities of its community of partners in emergency management.
Jurisdictional Authority and Emergency Powers	Describes the responsibility and authority of local government to establish and maintain an emergency management program including the ability to declare a local state of emergency and need to maintain continuity of government during a disaster.
Local Emergency management Agency Coordination	Establishes the role of jurisdictional emergency management agencies as a primary support for operation readiness and coordination before, during, and an emergency or disaster including operation and maintenance of the Emergency Operations Center (EOC) and coordination of the EOC Team.
Partner Organization and Cooperation	Identifies the key emergency service agencies and community partners that are tasked with performing function-specific roles during an emergency and organizes them into Emergency Support Functions that align with how support for emergency operations will be conducted in the EOC.
Concept of Operations	Provides a framework for how the city will manage an emergency from initial assessment through transition to recovery. The concept of operation is consistent with the principles of the National Incident Management System (NIMS).
EOC Management	Provides guidance on how operation coordination during an emergency will be facilitated by the City EOC and details use of the Incident Command System (ICS) by the EOC team.
Program Sustainment	Establishes procedures for ongoing maintenance of the EOP and sustainment of the City's EMO through capability and capacity building activities.

FUNCTIONAL ANNEXES

The Basic plan is supplemented by four Functional Annexes that provide additional detail specific to the range of functions that may need to be performed during an emergency or disaster. Each annex addresses several Emergency Support Functions (ESFs) that have been grouped to align with the

partners involved, the organizational structure of the City emergency Operations Center (EOC), and the ESFs used by State of Oregon (State) and federal partners.

City of Molalla Emergency Operations Plan Functional Annexes
Management Services
ESF 5 Information and Planning
ESF 7 Resource Support
ESF 14 Public Information
ESF 15 Volunteers and Donations
ESF 18 Business and Industry
Emergency Services
ESF 2 Communications
ESF 4 Firefighting
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 16 Law Enforcement
Health and Human Services
ESF 6 Mass Care
ESF 8 Health and Medical
ESF 11 Food and Water
ESF 17 Agriculture and Animal Protection
Infrastructure Services
ESF 1 Transportation
ESF 3 Public Works
ESF 12 Energy

Note: ESF 13, Military Support, is not included above.

EOP ACTION GUIDE

As used in this EOP, emergency operations refer to the actions taken to support pre-incident operational readiness, response operations to save lives and protect property and the environment, stabilization of community lifelines, and short-term actions that support the transition to recovery.

The following crosswalk provides an action-based overview of the operational concepts included in the EOP and directs the plan user to the relevant section of the plan where additional information can be found. Every emergency is unique, and these actions may be adapted to the situation. If you are not qualified to implement this plan, contact the city Manager. If the situation poses an immediate threat to life, property, or the environment, call 911.

	Emergency Operations	Associated EOP Section
1	Receive alert of incident ● Alerts may be received through dispatch, responding agencies, the Incident Commander, the public or media, direct scene sourcing and/or through spontaneous events (i.e. Ice storms) ● Alerts should be directed to the City Manager. ● If the City manager is not available, alerts should be based on the established line of succession.	● Section 3.4, Continuity of Government ● Section 6.0 Concept of Operations ● Management and Emergency Services Annexes
2	Assess the situation and determine the need to activate operational elements of the Emergency management Organization. ● In coordination with responding agencies or the Incident Commander (if Incident Command has been established), determine what level of support is needed from the city for the incident. This may range from the city Manager being on stand-by, to full activation of the EOC. ● Identify key personnel who will be needed to support emergency operations, including EOC staff and Emergency Support Function (ESF) partners.	● Section 3.0 Concept of Operations ● Section 7.0 Emergency Operations Center Management
3	Notify key personnel and response partners. Utilize the emergency notification system, or other available	● Section 6.5 Activation and Mobilization
4	Activate the EOC as appropriate. ● The City will utilize the ICS to manage EOP operations. ● Primary EOC Location: Molalla Civic Center, ● Alternate EOC Location: TBD ● The City Manager maintains resource and contact rosters for the EOC.	● Section 6.4, Operational Coordination ● Appendix D to be added
5	Establish communications with the Incident Commander/Dispatch. ● Identify primary and back-up means to stay in contact with the Incident Commander in the field. ● The Incident Commander may assign a radio frequency that the EOC can use to communicate with the scene.	● Emergency Services Annex
6	Identify, in coordination with the Incident Commander, key incident needs including public safety leadership support. Consider coordination of the following, as required by the incident: ● Support for the safety of emergency responders.	● Health and Human Services Annex

	Emergency Operations	Associated EOP Section
	● Emergency public information and coordination with the media. ● Protective action measures, including evacuation and shelter-in-place. ● Shelter and housing needs for displaced residents. ● Provisions for Access and Functional Needs populations, including unaccompanied children. ● Provisions for animals in disaster.	
7	Inform Oregon Emergency Response System (OERS) of Emergency Operations Center activation and request support as needed. ● OERS: 800-452-0311 ● If there is an oil or chemical spill to report, responsible parties should make notification to the National Response Center at 800-424-8802.	● Section 3.3.2 City Declaration and Request for State Assistance
8	Declare a Local State of Emergency, as appropriate. ● If the incident has overwhelmed, or threatens to overwhelm the City's resources to respond, the City should declare a State of Emergency ● A declaration may be made by the City Council ● The declaration should be submitted to Clackamas County Emergency Management	

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AAR	After Action Report
ASPR	Assistant Secretary for Preparedness and Response
AuxComm	Clackamas County Auxiliary Communications
City	City of Molalla
CCP	Crisis Counseling Program
COOP	Continuity of Operations Plan
County	Clackamas County
CWPP	Community Wildfire Protection Plan
DAS	Department of Administrative Services
DBH	Disaster Behavioral Health
DOC	Department Operations Center
ECC	Emergency Coordination Center
EMO	Emergency Management Organization
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPCRA	Emergency Planning and Community Right to Know Act
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HHS	Health and Human Services
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICP	Incident command Post
ICS	Incident Command System
JIC	Joint Information Center
LEPCs	Local Emergency Planning committees
MAA	Mutual Aid Agreement
MAC Group	Multi-Agency Coordination Group
MOU	Memorandum of Understanding
NGO	Non-Governmental Organization
NHMP	Natural hazard Mitigation Plan
NIMS	National Incident Management System
NWSDS	Northwest Senior and Disability Services
ODF	Oregon Department of Forestry
OFB	Oregon Food Bank (Network)
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHCS	Oregon Housing Community Services
OLCC	Oregon Liquor Control Commission
ORCAA	Oregon Resource Coordination Assistance Agreement

ORS	Oregon Revised Statutes
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PIO	Public Information Officer
SAR	Search and Rescue
SERC	State Emergency Response Commission
SOPs	Stand Operating Procedures
State	State of Oregon
TEFAP	Temporary Emergency Food Assistance Program
USAR	Urban Search and Rescue
WSAC	Water Supply Availability Committee

1. INTRODUCTION

Plan Section	Section Outline
Introduction	1.1 Purpose and Scope 1.2 Plan Authority 1.3 Emergency Management Foundations 1.4 Assumptions

1.1. PURPOSE AND SCOPE

The City of Molalla Emergency Operations Plan (EOP) establishes an all-hazards framework or management of local emergencies. It is a key element of the City's legally required emergency management program and is organized around the objectives present in Table 1-1.

Table 1-1. Emergency Operations Plan Objectives

EOP Objectives	EOP Reference
Memorialize the establishment of an emergency management agency for the City	**Section 1.0**
Describe community conditions including lifelines, the threats and hazards that can impact them, and the capabilities needed to effectively respond to and recover from emergencies.	**Section 2.0**
Clearly describe the City legal responsibilities during an emergency and provide guidance on use of emergency powers including the ability to declare a locate state of emergency	**Section 3.0**
Guide local emergency managers in their responsibilities as the relegated leads for City emergency management programs including maintenance of an Emergency Operation Center (EOC).	**Section 4.0**
Advance a whole community approach to emergency management by integrating jurisdictional, community, and private sector partners into a shared framework that includes usually understood roles and responsibilities.	**Section 5.0**
Describe a concept of operations that is consistent with the National Incident Management System (NIMS) and supports effective operational coordination, resource management and information sharing	**Section 6.0**
Support consistent use of the Incident Command system (ICS) in the EOC and procedures for EOC management and staffing by an EOC Team	**Section 7.0**
Support a sustainable emergency management program through ongoing capability and capacity building through flexible planning	**Section 8.0**

1.1.1. SCOPE AND APPLICABILITY

Local emergency services agencies respond to emergencies on an almost daily basis and in most cases, they can be managed through routine organization and coordinated procedures and will not require implementation of the EOP.

This EOP is intended for use in extraordinary situations that exceed day-to-day capabilities to meet the requirements of the situation or where the need for enhanced coordination requires implementation of modified organizational structures to facilitate effective movement of information and resources.

The organizational concepts and strategies included in the EOP are designed to be modular, scalable, and, ultimately, the strategies used to manage an emergency will be selected based on the real-time needs of the situation and the professional judgment of the City Manager in consultation with the Incident Commander and other key resources.

These actions may include some or all elements described in the EOP and will be conducted in a manner consistent with the National Incident Management System (NIMS) which establishes a national standard for incident management.

All partners identified in this plan are expected to develop and keep current lines of succession and standard operating procedures (SOPs) that describe how emergency tasks will be performed. Training and equipment necessary for response operations should be maintained by City departments and agencies.

1.2. PLAN AUTHORITY

This EOP is issued in accordance with, and under the provisions of, ORS Chapter 401 which establishes the authority for the City to establish an Emergency Management Organization (EMO) and designate a City Manager who will be responsible for the organization, administration, and operation of the EMO.

See Section 4.0 for additional detail on the emergency management function and the role of the City Manager within the whole community approach.

This EOP establishes a cooperative approach for emergency management coordination and, upon adoption by the City Council, the plan remains in effect and should be considered the controlling document for emergency management coordination for all jurisdictional partners within the City's territorial limits.

1.2.1. KEY AUTHORITY-RELATED DEFINTIONS

To facilitate consistency in usage and establish a shared understanding of key terms, the City, and this EOP, uses certain definitions established by federal and state law. Select definitions used frequently in this EOP are provided in Table 1-2.

Table 1-2. Key Definitions

Term and Regulatory Citation	Definition
Emergency ORS 401.025 (1)(a)-(b)	(1) A human created or natural event or circumstance that causes or threatens widespread loss of life, injury to person or property, human suffering or financial loss, including but not limited to: (a) Fire, explosion, flood, severe weather, landslides or mudslides, drought, earthquake, volcanic activity, tsunamis or other oceanic phenomena, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, acts of terrorism and war; and (b) A rapid influx of individuals from outside this state, a rapid migration of individuals from one part of this state to another or a rapid displacement of individuals if the influx, migration or displacement results from the type of event or circumstance described in paragraph (a) of this subsection.
Emergency Services Agency ORS 401.025 (2)	(2) Organization within a local government that performs essential services for the public's benefit before, during or after an emergency, such as law enforcement, fire control, health, medical and sanitation services, public works and engineering, public information and communications.
Emergency Services ORS 401025 (3)	(3) Activities engaged in by state and local government agencies to prepare for an emergency and to prevent, minimize, respond to or recover from an emergency, including but not limited to coordination, preparedness planning, training, interagency liaison, firefighting, oil or hazardous material spill or release cleanup as defined in ORS 466.605, law enforcement, medical, health and sanitation services, engineering and public works, search and rescue activities, warning and public information, damage assessment, administration and fiscal management, and those measures defined as "civil defense" in 50 U.S.C. app. 2252.
Major Disaster 42 U.S. code 5122	"Major disaster" means any natural catastrophe (including any hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this chapter to supplement the efforts and available resources of States, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby

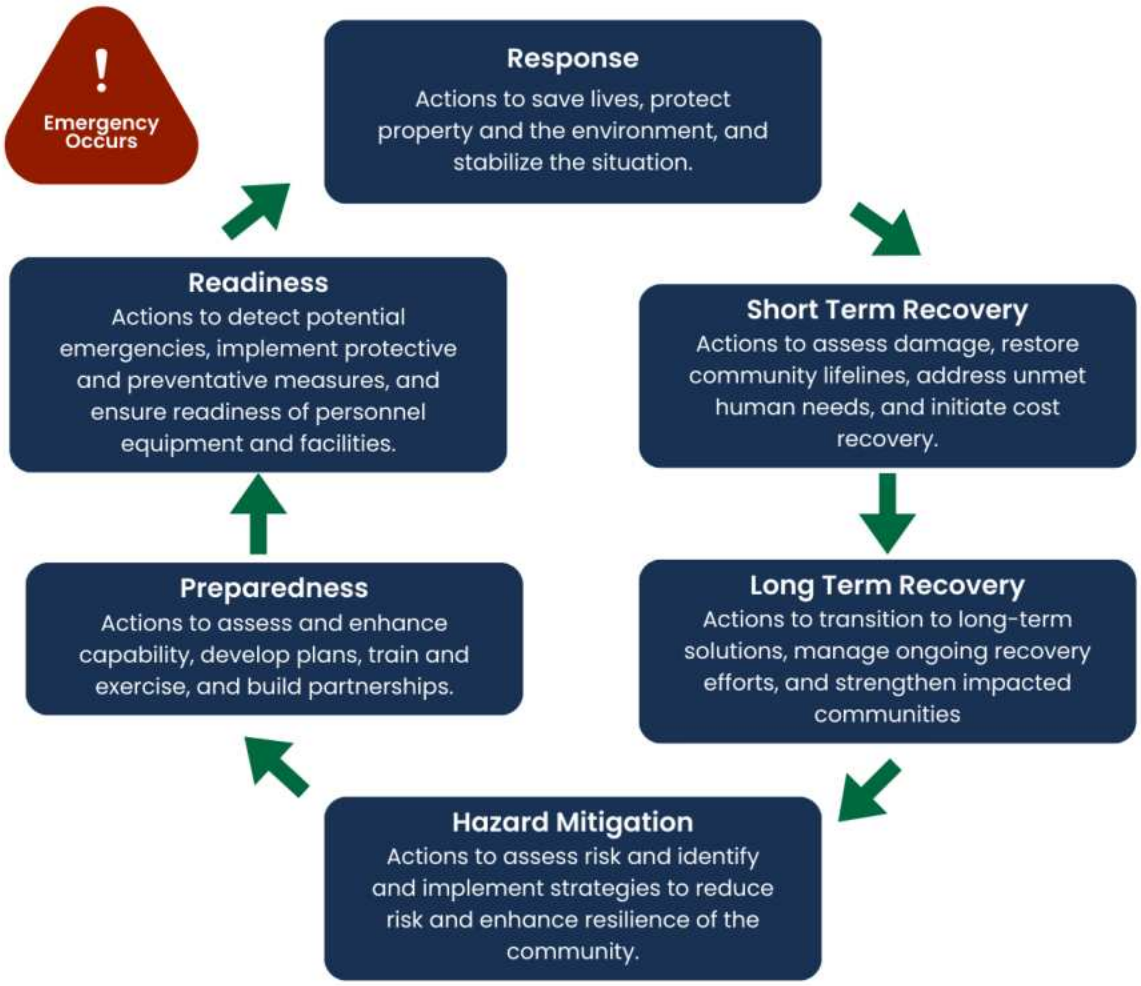
1.3. EMERGENCY MANAGEMENT PROGRAM FOUNDATION

1.3.1. EMERGENCY MANAGEMENT CYCLE

This EOP is primarily focused on how the City and its cooperators and community partners will manage the consequences that arise when an emergency or disaster occurs through readiness, response and short-term recovery actions. However emergency operations influence and are influenced by actions taken throughout the emergency management cycle and this EOP incorporates elements of

mitigation and long-term recovery that are interconnected and should be considered with the bigger picture in mind, recognizing that the actions taken during response will impact how the community recovers.

Figure 1-1. Emergency Management Cycle



1.3.2. WHOLE COMMUNITY APPROACH

While the City has the ultimate legal obligation for maintaining a local emergency management organization, this EOP is designed with the recognition that it takes all members of a community to effectively navigate an emergency or disaster.

Using a whole community approach to emergency management, the EOP is designed to guide integrated operations, and to inform education and outreach tactics, between the City, its jurisdictional partners, and special districts within the planning area, emergency services agency cooperators, and community and private-sector partners. The plan structure reflects the jurisdictional authority and

responsibility for public safety of local government during an emergency, while respecting the importance and necessity of partnerships with the community and private sector and the need for coordinated operations in a resource limited environment.

Because of the unique responsibilities and needs of the whole community of partners this EOP uses the following terms when referring to specific aspects of whole community emergency management:

- Jurisdictional Emergency Management Authority. Refers to the local government partners who have the legal responsibility to provide for management of emergencies at the local level and the emergency powers they can exercise during an emergency including the legal authority to declare an emergency.

- Emergency Management. Refers generally to the emergency management function responsible for coordination of support for emergency operations and maintenance and operation of an EOC. This function will be performed at the lowest government level required by the emergency.

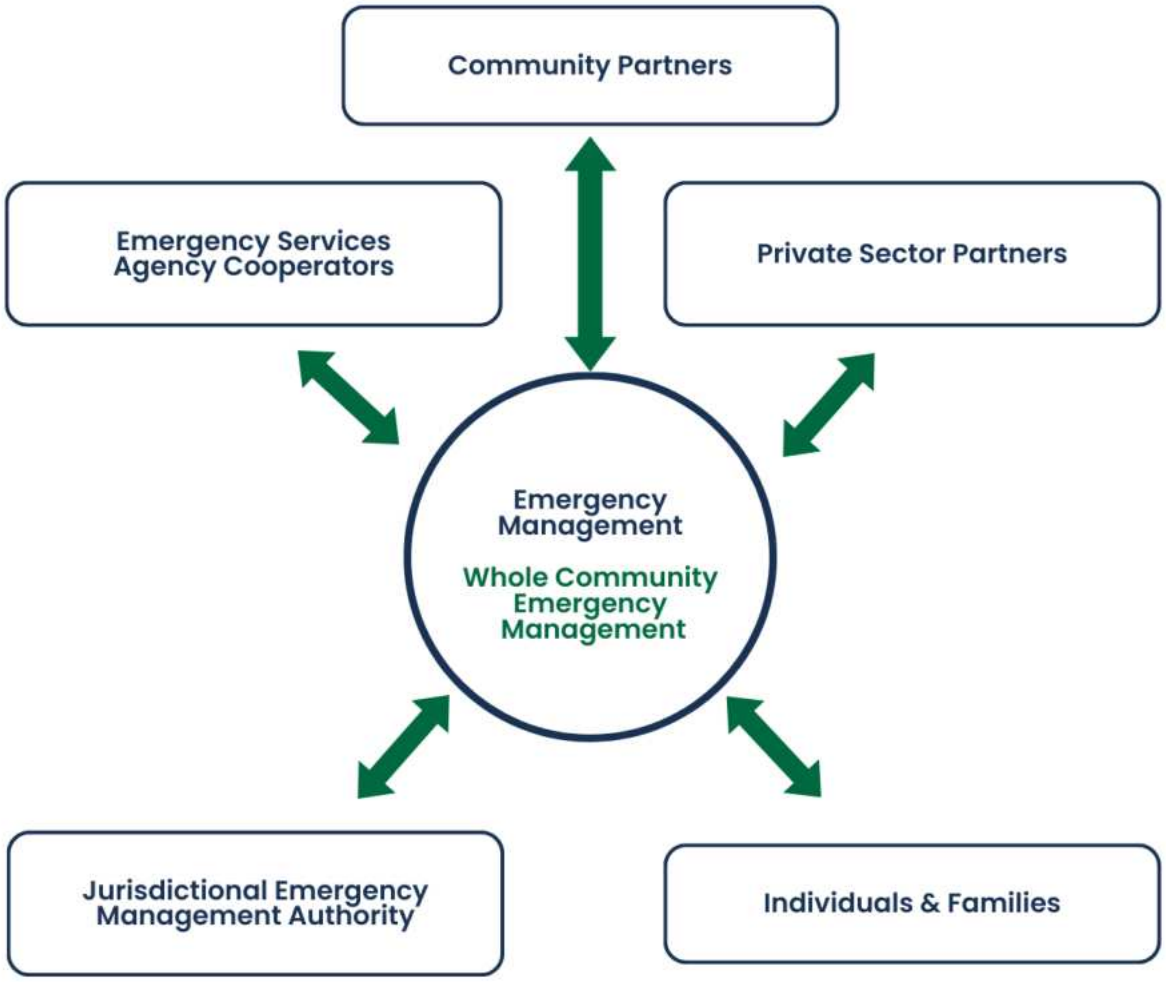
- Emergency Management Cooperators. Refers the emergency services agencies and other key organizational partners who are tasked with primary and supporting functional roles in support of emergency management.

- Emergency Management Cooperators are organized into four primary functional branches that align with how the EOC will be operated.

- Community Partners. Refers to the diversity of community-based, faith-based, and private sector organizations and entities that, while not directly responsible for emergency management under this EOP, play a key role in the whole community approach by connecting community members with services and information or provide other support as the situation warrants. Community partners may be organized under the leadership of the area Chambers of Commerce or other community networks.

- Individuals and Households. Refers to the residents of the City who have a responsibility to be accountable for their own safety during an emergency by staying informed, developing individual and family emergency plans, and preparing for self-sufficiency for up to two weeks in a catastrophic disaster.

Figure 1-2. Whole Community Approach to Emergency Management.



1.3.3. USE OF THE NATIONAL INCIDENT MANAGEMENT SYSTEM

NIMS provides a consistent nationwide approach for federal, state, local, and tribal governments to work effectively and efficiently together to prepare for, prevent, respond to and recover from domestic incidents, regardless of cause, size or complexity. Oregon adopted NIMS as its Incident Management System through legislative statute 401.092.

The City has adopted the NIMS to guide its approach to community emergency operations in a manner that is flexible, standardized and unified by the City of Molalla. Table 1-3 identifies some key features of NIMS and describes where related information can be found in this EOP.

Table 1-3.

Key NIMS Feature	Description	EOP Section for Further Reference
Command and Coordination	The City manages incidents using tools that may include the ICS in a City EOC to support assistance to those impacted.	• Section 4.3, Emergency Operations Center • Section 6.3, Incident command System • Section 6.4, Operational Coordination • Management Services Annex
Communications	The City uses a range of communications tools to support interoperable, reliable and redundant communications during a disaster. Additionally, information sharing is facilitated through an Incident Action Planning Process and incident documentation.	• Section 6.7, Communications • Emergency Services Annex
Information Management	The City maintains a range of tools to support situational awareness and uses the principles of a Joint Information System to facilitate accurate and timely release of public information.	• Section 6.9, Resource Management • Management Services Annex
Resource Management	The City applies a consistent approach to resource management during an incident and use of mutual aid, including the Oregon Resources Coordination Assistance Agreement (ORCAA), to support resource needs when City resources are overwhelmed.	

1.3.4. ALIGNMENT AND INTEGRATION OF EFFORT

1.3.4.1. RELATIONSHIP TO OTHER PLANS

This EOP is part of a suite of plans that support activities across all phases of emergency management. While the EOP is focused on short-term recovery, other plans address the City's approach to mitigation, continuity of operations and longer-term aspects of emergency management. These plans work in concert with the EOP and include:

Plan Title	Description
Clackamas County Multi-Jurisdictional Hazard Mitigation Plan	The HMP identifies the specific hazards and their associated risks to the city. The plan also outlines proposed mitigation strategies which may reduce risks and/or enhance the effectiveness of city response.
Clackamas County Community Wildfire Protection Plan	The Wildfire Protection Plan identifies specific vulnerabilities the city faces to wildlife risk. In addition, the Wildfire Protection Plan identifies activities to be taken to address critical wildfire needs.
Clackamas County Emergency Operations Plan	The County's EOP outlines activities and roles and responsibilities of county and regional partners that may also support emergency operational needs of the city.

1.3.4.2. PARTNER PLANS AND PROCEDURES

Emergency Services Agency Cooperators and Community and Private Sector Partners identified within this EOP are encouraged to align their agency and organizational plans and procedures with the EOP and to the extent practicable and appropriate, contribute to the ongoing maintenance of the EOP and assist in tracking changes in law, regulation, standards, or practice that may have impacts the emergency management function and should be addressed during the next update.

1.3.4.3. CONSISTENCY WITH STATE AND FEDERAL PLANS

This EOP is designed to complement operational plans at the state and federal levels including the State of Oregon Emergency Operations Plan and the National Response Framework through application of NIMS and use of an Emergency Support Function (ESF) structure to organize information. See Appendix B for additional information on plans and procedures that may support implementation of the EOP.

1.3.5. INDIVIDUAL ACCOUNTABILITY AND SELF SUFFICIENCY

To the greatest extent possible, the City will assist its community members in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster.

However, every person who lives or works in the City (including populations with access and functional needs) shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the City will assist its community members in carrying out this responsibility by providing

preparedness information, as well as emergency public information and critical public services during a disaster.

Additionally, visitors to the City, and the businesses that serve them, have a responsibility for understanding what actions they can take to be prepared during an emergency and to mitigate the burden on local emergency services.

However, a major disaster is likely to damage the City's critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable community members prepared to take care of themselves, their families, to follow direction from emergency responders and to assist neighbors in the early response or late recovery phases of an emergency can make a significant contribution towards survival and community resiliency.

1.3.6. EQUITABLE RESPONSE AND RECOVERY

Access to emergency services shall not be denied on the grounds of color, national origin, sex, age, sexual orientation (or other protected class) 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 daily support network.

Considerations for community members with access and functional needs should be included in all activities conducted by the City EMO and, to the greatest extent possible, the City EMO will assist in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in formats accessible to access and functional needs populations.

Examples of individuals who have access and functional needs include, but are not limited to:

- Individuals who are deaf or hard of hearing.
- Individuals with limited English proficiency.
- Children and the elderly.
- Individuals without vehicles or sufficient housing
- Individuals with special dietary needs.
- Individuals who experience physical disabilities.

1.4. ASSUMPTIONS

This EOP presents a framework for emergency operations that is supported by the current capabilities of the City as it is currently resourced. The following assumptions should be considered by a plan user prior to implementation:

- All community members share the primary responsibility for minimizing the impact of disasters through personal preparedness activities.
- City and community partners have reviewed the EOP, understand their role in the City EMO, and have developed plans and procedures to execute their assigned roles and responsibilities.
- Partners within the City EMO retain authority over their own personnel and resources. Resource sharing between partners will be conducted in accordance with existing mutual aid agreements.
- The City is responsible for utilizing all available local resources, including mutual aid, before requesting assistance from the State.
- Emergencies may be regional in scale and will require close coordination with neighboring jurisdictions.
- Outside assistance may not be immediately available and the community should be prepared to carry out a response on an independent basis for at least 72 hours.
- City and partner personnel will be provided with appropriate and regular training on their assigned roles and responsibilities including NIMS/ICS.

2. COMMUNITY RISK AND RESILIENCE

Plan Section	Section Outline
Community Risk and Resilience	2.1 Community Conditions 2.2 Community Lifelines 2.3 Hazards and Threats 2.4 Capability Assessment

This EOP adheres to the emergency management principle of all-hazards planning, establishing a framework for emergency operations that can be implemented no matter the situation. However, the community's approach to managing emergencies needs to be specific to the situation and informed by knowledge of:

- Conditions of the community that serve as supports or pose potential barriers to emergency operations.
- Community lifelines that serve as a foundation for prioritizing resources to repair and restore key systems and services.
- Hazard and threats that pose the greatest threat to the community and have the greatest potential to disrupt those lifelines.
- Capabilities of the community to effectively manage emergencies.

2.1. COMMUNITY CONDITIONS

2.1.1. GOVERNANCE AND JURISDICTIONAL CONSIDERATIONs

The City has an established government structure of seven-member City Council who oversee City operations including a myriad of departments. Its departments provide public safety, planning/permitting, information systems, and public works. The City also has existing plans, policies and regulatory documents that guide land use/development, infrastructure, capital improvement plans, public spending and other services. The established government structure, staff/personnel and regulatory/policy documents are instrumental to successful hazard mitigation and emergency preparedness.

2.1.2. HUMAN ENVIRONMENT CONSIDERATIONS

In 2020, the City of Molalla's population was 10,228. The location, composition, and capacity of the population within the community defines its vulnerability to natural hazards. The demographic makeup and geographic location, in combination with its significant timber/metal manufacturing, should guide the City's hazard mitigation plan and emergency preparedness. Some populations may require additional considerations and approaches to protect them from hazards will be required (e.g.,

the youth, elderly, and individuals with limited understanding of English). The City will use demographic characteristics to identify key vulnerable populations.

2.1.3. NATURAL ENVIRONMENT CONSIDERATIONS UPDATE

Molalla is a City in Clackamas County, Oregon. Molalla was named after the Molalla River, which in turn was named for the Molala, a Native American tribe that inhabited the area. William H. Vaughan took up a donation land claim in the area in 1844. Molalla post office was established in 1850, near the site of Liberal, and was discontinued in 1851. The post office was reestablished in 1868 and it ran until 1874, then was reestablished in 1876, which is when it was probably placed at the present location of Molalla.

Molalla is located in the foothills of the Cascade Range, near the Mount Hood National Forest, 15 miles (24 km) south of Oregon City and 13 miles (21 km) from Interstate 5. Molalla is surrounded by farms and rural residential development. There are many rock quarries, and thousands of acres of private timberlands, that feed natural resource materials into the economy. Several of the tree farms are managed for totally maintained and sustained forest.

According to the United States Census Bureau, the city has a total area of 2.26 square miles (5.85 km2), of which, 2.21 square miles (5.72 km2) is land and 0.05 square miles (0.13 km2) is water.

The Molalla River corridor offers opportunities for outdoor activities, including fishing, hunting, and hiking. Along the corridor to the east, Table Rock is a favorite local rocky promontory that provides visitors with a view of Molalla and the surrounding countryside for miles in every direction. Neighborhood and community parks include Fox, Clark, Long, and Ivor Davies Parks. Clark Park has a large open space, oak tree grove and playground. Long Park has a playground, a pavilion, and a beautiful bear carving. Fox Park hosts summer concerts and has a playground, pavilion, and splash pad for children. A long pedestrian and bicycle-friendly path extends through Ivor Davies Park over several small bridges and around a fish pond.

2.1.4. BUILT ENVIRONMENT CONSIDERATIONS

Physical infrastructure such as roads, bridges, and a Portland and Auroura airport support the City communities and economies. Utility systems such as potable water, wastewater, natural gas, telecommunications and electric power are all networked systems that provide essential services. These facilities/services are vulnerable to natural hazards and impacts in one area can affect the larger system. Due to the fundamental role that physical infrastructure plays both in pre- and post-disaster, they deserve special attention in the context of creating resilient communities.

2.1.5. ECONOMIC CONSIDERATIONS

Molalla's economy was traditionally based on logging and agriculture, but with the downturn in the timber industry, the city is turning to commerce to revitalize its economy. Major employers in Molalla include the Molalla River School District and RSG Forest Products. Natural resource recovery still stands out in Molalla. Many logging, road construction, quarrying and trucking companies provide services to the timber land managers in the timber rich area. Rapid growth species of trees have been planted and cultivated for timber and fiber. Aggregate, mined in the foothills, provides gravel for roads, asphalt highways and roads throughout the region.

An expanding agritourism industry is currently taking root in the more pastoral parts of the small lumber town, with the most promising expansion into agritourism.

Molalla is the home of the Molalla Buckeroo rodeo (it began in 1913, the same time as the city was founded) and the Apple Festival. The Pacific Coast Freestyle Championships, a model airplane aerobatic tournament, has been held there for 14 years in late July. Several Latino rodeos are held at the rodeo facility by "LaFortuna" in spring, mid-summer, late summer and fall, bringing tens of thousands of Latino families to celebrate in the community

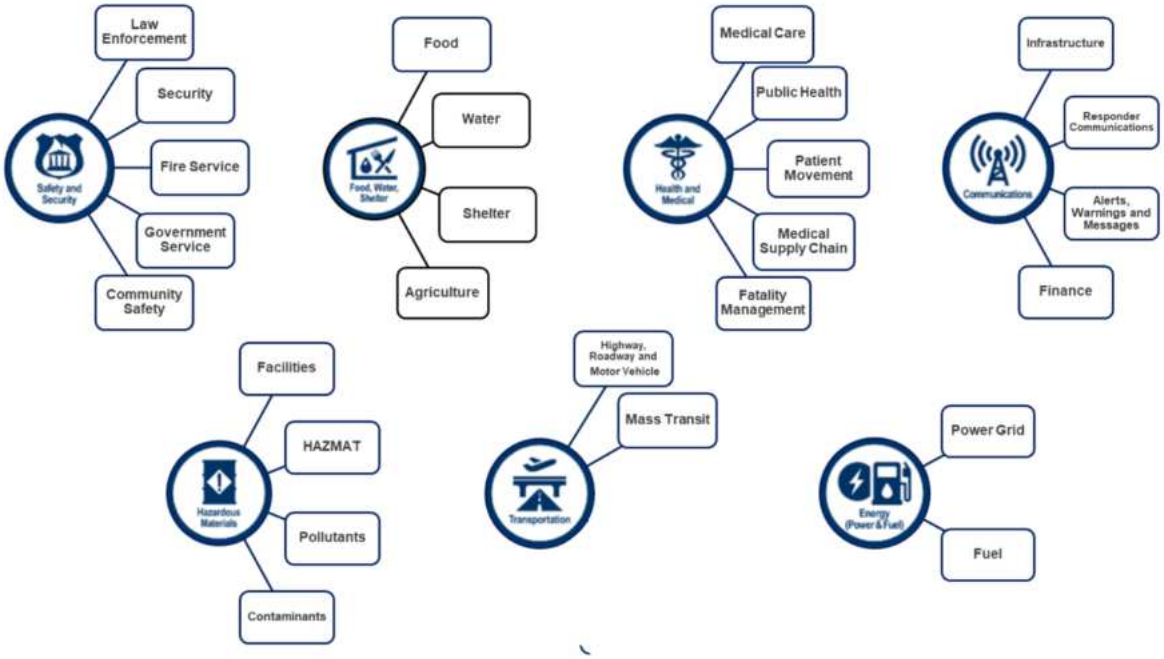
The Fourth of July Parade, sponsored by the Molalla Area Chamber of Commerce, often sports 50,000 spectators. Many other minor festivals—Halloween on Main Street, Christmas in the City, Spring Fling, Easter Egg Hunt in the Park, Fishing Derbies, Trail Rides, The Brew Fest, Buckeroo Rodeo—all add to the quality of life in Molalla.

2.2. COMMUNITY LIFELINES

A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security.

- Lifelines are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function.
- FEMA has developed a construct for objectives-based response that prioritizes the rapid stabilization of Community Lifelines after a disaster.
- The integrated network of assets, services, and capabilities that provide lifeline services are used day-to-day to support the recurring needs of the community and enable all other aspects of society to function.
- When disrupted, decisive intervention (e.g., rapid re-establishment or employment of contingency response solutions) is required to stabilize the incident.

Figure 2-1. FEMA Community Lifelines



2.3. HAZARDS AND THREATS

2.3.1. RISK ASSESSMENT AND POTENTIAL THREATS

The City's risk profile changes over time due to a variety of factors including: changing climate conditions are increasing the length of wildfire season and severity of wildfires; new structural development creates exposure where there was none prior; and changing demographics impact how the City approaches response and recovery (e.g., translation of public information materials, strategies to assist older adults). Table 2-1 presents the hazards and threats that have been identified for the City. These threats form the basis for the multi-hazard approach to emergency operations contained in this EOP.

NOTE: The list of hazards and threats provided in Table 2-1 is focused on natural hazards, but the City also faces risk from human-caused hazards and threats which will be addressed in future updates to the risk assessment. These include contagious disease outbreaks or pandemics, civil unrest or terrorism, transportation accidents, and hazardous materials releases or spills.

Table 2-1. City of Molalla hazards and Threats Vulnerability, Probability and Risk Level

Jurisdictional	OEM Hazard Analysis												
2024 MOLALLA NATURAL HAZARD RISK/THREAT ASSESSMENT MODEL Revised: March 2023	History			Vulnerability			Maximum Threat			Probability			
Threat Event / Hazard	Severity	Weight Factor	Subtotal	Severity	Weight Factor	Subtotal	Severity	Weight Factor	Subtotal	Severity	Weight Factor	Subtotal	Total Threat Score
Natural Hazards													
Drought	5	2	10	7	5	35	6	10	60	8	7	56	161
Earthquake - Cascadia (3-5min)	1	2	2	9	5	45	10	10	100	5	7	35	182
Earthquake - Crustal (1 min)	3	2	6	10	5	50	10	10	100	3	7	21	177
Extreme Heat Event	5	2	10	3	5	15	5	10	50	5	7	35	110
Flood - Riverine	8	2	16	5	5	25	4	10	40	8	7	56	137
Landslide/Debris Flow	8	2	16	4	5	20	3	10	30	9	7	63	129
Volcano	1	2	2	5	5	25	5	10	50	1	7	7	84
Wildfire (WUI)	9	2	18	7	5	35	8	10	80	8	7	56	189
Windstorm	5	2	10	3	5	15	5	10	50	5	7	35	110
Winter Storm	6	2	12	6	5	30	7	10	70	7	7	49	161

2.3.2. HAZARD MITIGATION

The City's risk to hazards and threats is captured in the Clackamas County Multijurisdictional NHMP which profiles each hazard and presents a strategy to reduce risk and mitigate against their potential consequences. The NHMP is updated, at a minimum, once every five years to comply with FEMA requirements. This update will be coordinated by the Clackamas County Emergency Manager, but each participating partner has a responsibility to fully engage to ensure actions that are responsive to their unique risk profile are included. Following an emergency this strategy will guide the identification of specific projects to restore damaged property, facilities, or infrastructure, and an approved NHMP is required for those projects to be eligible for post-disaster funding from the federal government. In addition to implementation of the strategies it contains, the NHMP can be used to inform emergency management activities in other ways including:

- Support selection of meaningful scenarios for exercises to test the EOP.
- Provide situational context for advance planning of tactics to address potential consequences of identified hazards.
- Inform education and outreach strategies that are reflective of the whole community.

Emergency operations also inform hazard mitigation and the EOP provides for an after-action review following any emergency to capture lessons learned and possible mitigation actions. These actions should be included in the strategy and the after-action review should also serve as an opportunity to revisit existing actions and make appropriate changes based on changed conditions.

2.4. CAPABILITY ASSESSMENT

The National Preparedness Goal identifies five mission areas that make up a comprehensive approach to community preparedness and the Federal Emergency Management Agency (FEMA) has established a series of core capabilities that a community should maintain to respond to the threats and hazards it faces.

Table 2-2. Mission Areas and Core Capabilities

Mission Area	Core Capability
Common Capabilities	Planning Public Information and Warning Operational Coordination
Prevention Prevent, avoid or stop an imminent, threatened or actual act of terrorism.	Forensics and Attribution Intelligence and Information Sharing Interdiction and Disruption Screening, Search, and Detection Access Control and identity Verification
Protection Protect 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.	Physical Protective Measures Cybersecurity Supply Chain Integrity and Security Risk management for Protection Programs and Activities
Mitigation Reduce the loss of life and property by lessening the impact of future disasters.	Risk and Disaster Resilience Assessment Community Resilience Long-term Vulnerability Reduction Threats and Hazards identification
Response Respond quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.	Environmental Response/Health and Safety Critical Transportation Situational Assessment Fatality management Services Fire Management and Suppression Infrastructure Systems Logistics and Supply Chain Management Mass Care Services Mass Search and Rescue Operations On-Scene Security, Protection, and law Enforcement Operational Communications

Mission Area	Core Capability
	Public Health, Healthcare, and Emergency medical Services
Recovery Recover 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 communities affected by a catastrophic incident.	Infrastructure Systems Health and Social Service Economic Recovery Housing Natural and Cultural Resources

3. JURISDICTIONAL AUTHORITY AND EMERGENCY POWERS

Plan Section	Section Outline
Jurisdictional Authority and Emergency Powers	3.1 Jurisdictional Emergency Management Authority 3.2 Emergency Powers 3.3 Declaration Process 3.4 Continuity of Government

3.1. JURISDICTIONAL EMERGENCY MANAGEMENT AUTHORITY

One of the fundamental principles of emergency management, as well as a legislative directive under Oregon law, is that the management of emergencies is, in the first instance, the responsibility of local government and the Oregon Revised Statutes (ORS) 401.023(2) directly specifies that the State "shall not assume authority or responsibility for responding to an emergency unless the appropriate response is beyond the capability of the city and county in which the emergency occurs, the city or county fails to act, or the emergency involves two or more counties." Because of this responsibility, the City and its jurisdictional partners play a unique role in how the community works during an emergency or disaster including the responsibility to establish an emergency management program and maintain an EOC.

3.1.1. RESPONSIBILITIES OF ELECTED OFFICIALS

As the elected representatives of the residents of City play a role during an emergency with both direct authority as well as influence and standing within the community that be used as strategy for achieving objectives, but also more generally, elected official responsibilities during an emergency may include:

- Declare and terminate a State of Emergency in their respective jurisdiction.
- Establish policy including establishing and supporting enforcement of protective actions.
- Assume immediate control of resources if the emergency requires prioritization of limited resources.
- Make decisions related to emergency funding and expenditures.
- Confer with local, state and federal officials, as required.
- Communicating incident status and subsequent response activities with the general public.

3.1.2. SPECIAL DISTRICTS

Special districts exist to provide specific services to the community. Their placement or proximity to the city requires coordination to ensure city residents and visitor emergency related needs are fully addressed, even if not directly provided by the city.

Within the City of Molalla, Fire Districts provide fire protection resources, search and rescue operations and hazardous material response within the City. Each district is governed by state law and an elected Board of Directors and has policies separate from City government. In areas outside of fire protection districts or cities, the BCC and/or Oregon Department of Forestry (ODF) is the local fire authority. Fire fighters may serve as primary responders to emergencies within their service districts. In areas that are not covered by a jurisdictional authority private fire service companies may operate and should be considered in coordination of fire prevention and suppression activities.

3.2. LOCAL DECLARATION OF STATE OF EMERGENCY

A Local Declaration empowers the governing body to assume centralized control and have authority over all departments and offices of the jurisdiction for the purposes of responding to the emergency (ORS 401.309). A declaration also supports EMO partners in carrying out appropriate functions and duties, including implementation of this EOP.

Emergency powers that may be implemented under a local declaration could include:

Local Declaration Requirements
A local declaration of state of emergency must: ● Limit the duration of the state of emergency to the period of time durian which the conditions giving rise to the declaration exist or are likely to remain in existence. ● Describe the conditions required for the declaration ordinance (ORS 401.309 (1). ● Describe the conditions required for the declaration ordinance (ORS 401.309 (2)).

- Activating emergency purchasing and/or contracting provisions.
- Implementing wage, price and rent controls.
- Establishing rationing of critical resources.
- Establishing curfews.
- Restricting or denying access to areas (i.e., conducting evacuations)

.

- Specifying routes of egress and ingress.

- Limiting or restricting use of water or other utilities.
- Using any publicly or privately-owned resource with payment to the owner.
- Removing debris from publicly or privately-owned property.
- Closing taverns or bars and prohibiting the sale of alcoholic beverages or other substances controlled by the Oregon Liquor Control Commission (OLCC).

The resolution declaring a state of emergency is to be signed by the City Manager, or designee as outlined in the orders of succession. A courtesy copy should be sent to the Clackamas County Manager and Oregon Emergency Management (via OERS) to alert them to the local situation.

3.3. DECLARATION PROCESS

The Oregon Disaster Declaration Process establishes the procedures and protocols for the City (i) to request a State of Emergency, and (ii) to request state assistance for emergency response, management or recovery. Under this program, the County will coordinate directly with the State on behalf of the cities and other agencies within its geographic boundaries. Upon declaration, the City will transmit the declaration to the Clackamas County Emergency Manager who will provide it to the County Board of Commissioners. Any request for State assistance under an emergency declaration must be submitted through the County Board of Commissioners. In most cases the County Emergency Manager will prepare and submit the declaration under delegated authority.

This declaration process is also the mechanism for the City (and the properties within its geographic boundaries) to receive federal assistance. Most federal resources are processed through the State (*Appendix A for supporting information and applicable forms*). A declaration may also be used to create public awareness of a local disaster threat or emergency situation, or in any other situation deemed appropriate by the governing body. Jurisdictions also have the power to delegate their authority over an emergency response to a different jurisdiction. The most common local example of this is a county commissioners' delegation of authority transferring response to a State or Federal Fire Agency in unprotected lands (meaning not covered under an existing fire district) during a Wildfire Conflagration request. *Examples of Disaster Declaration forms are provided in Appendix A. Molalla*

3.3.1. City Declaration and Request for State Assistance

The City Council may issue a Local Declaration of a State of Emergency in the event of a local emergency that warrants County, State (and/or federal) assistance in terms of funding, staff, technical advising and response activities.

The City may also adopt its declaration as a resolution. The declaration shall include:

- The type of emergency or disaster.
- The location(s) affected.
- Deaths, injuries and/or population that are still at risk.
- The current emergency conditions or threat.
- An internal estimate of the damage and impacts.
- Specific information about the assistance being requested.
- Actions taken and resources committed by other governments (cities and the County).

Oregon Office of Emergency Management (OEM) Submittal – When a City declaration is issued through the County, the County will then contact the Oregon Emergency Response System (OERS) through the OpsCenter and provide a copy of its declaration to OEM to initiate state assistance in emergency management. The County will designate a liaison (authorized individual) to coordinate state emergency response resources and related activities at the impacted area. OEM will route the declaration to the Governor for State resource allocation.

The City may utilize OERS through the County to formally request State and/or interjurisdictional assistance to respond to an emergency event. OERS is a state program to receive requests for emergency assistance and to lead coordination activities amongst the applicable jurisdictions. The County Emergency Manager can access OERS 24 hours a day via telephone.

In the event of an emergency that warrants state and/or interjurisdictional assistance, the County will designate specific individuals that are authorized to utilize OERS on its behalf. Upon contacting OERS, the authorized county representative will provide the required information in the table. This is typically the County Emergency Manager or if not available, designated from the line of succession.

3.3.2. State Declaration and Request for Federal Assistance

The City's requests for State assistance must be done through the County who then must make requests for federal disaster assistance through the State of Oregon Office of Emergency Management. The Governor may then request a Federal Disaster Declaration. A Federal Disaster Declaration makes extensive disaster response and recovery assistance available, including financial support to governments, businesses and to individual community members.

3.3.3. Termination of Declaration of Emergency

After the emergency has passed, the City Manager will notify the governing body and forward a resolution terminating the Declaration of Emergency for official action. The governing body must decide whether to terminate the State of Emergency at a regular public meeting. As a courtesy, OEM will also be notified of such decisions affecting active declarations.

3.3.4 Other Declarations

Other declarations such as through the Emergency Conflagration Act, and public health emergency, and a drought emergency can be made through the County on behalf of the City.

3.4. CONTINUITY OF GOVERNMENT

3.4.1. Continuity of Government

The following lines of succession have been established to support continuity of government during an emergency:

Table 3-1. Emergency Management Lines of Succession

Emergency Operations	Emergency Policy and Governance
City Manager	Mayor
Police Chief	City Manager
Director of Community Development	City Manager

All City departments are responsible for identifying the line of succession of authority in management's absence. Additionally, each City department must provide for the protection, accessibility and recovery of the agency's vital records, systems and equipment. These include 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 consider the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

4. LOCAL EMERGENCY MANAGEMENT COORDINATION

Plan Section	Section Outline
Local Emergency Management Coordination	4.1 City Emergency Management Organization 4.2 Role of the City Manager 4.3 Emergency Operations Center 4.4 Emergency Operations Center Team

4.1. CITY EMERGENCY MANAGEMENT ORGANIZATION

4.1.1. CITY REQUIREMENTS

The responsibility of the City and its jurisdictional partners to manage local emergencies, set forth by ORS 401 and described in Section 3.0 of this EOP, is coupled with an implementation requirement that each City shall establish an agency with the primary intent of coordinating and executing the efforts required, maintain an approach to coordination and communication. Where ORS 401 directs the City to establish an emergency management agency, the same statutory provision sets a voluntary standard for cities, allowing for flexibility in scaling municipal approaches to emergency management that are aligned with the approach taken by the City and reflective of the resource constraints faced by smaller communities.

Specifically, ORS 401.306 requires local governments to ensure the following functions are part of any emergency management agency established for the purpose managing local emergencies:

- Coordinate planning activities necessary to prepare and maintain the City EOP.
- Maintain operational readiness of an EOC from which City officials can coordinate support for emergency operations. See Section 4.2 for information on jurisdictional EOCs and staffing of the EOC Team.
- Establish a common incident command structure to be used by all EMO partners. See Section 7 for information on how incidents will be managed including use of ICS in both field and EOC settings.
- Coordinate with City, county, and state agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

4.1.2. ROLE AND RESPONSIBILITIES OF THE CITY MANAGER

The City Manager (the City Emergency Program Manager) has the day-to-day authority and responsibility for coordination of the jurisdiction's emergency management program and maintaining a state of readiness. During an emergency, the City Manager will facilitate implementation of the City EMO in coordination with the Incident Commander or direction from the City Council. Unless

otherwise assigned, the City Manager will serve as the EOC Manager and facilitate coordination of efforts to establish and execute incident objectives.

Responsibilities of the City Manager include:

- Maintain operational readiness of the City primary EOC and manage EOC activation and operations.
- Serve as a staff advisor to the Policy Group and Incident Commander including assistance in preparing a local Declaration of Emergency.
- Assist in coordination of situational awareness activities and incident documentation.
- Serve as a liaison between the City EMO and the Clackamas County EOC, when activated.
- Facilitate after-action review activities as soon as possible after an emergency and help to implement improvements with partners where requested.

4.2. EMERGENCY OPERATIONS CENTER

The EOC, when activated, serves as a location from which support for emergency operations can be coordinated. The EOC does not assume control over most tactical decision making but serves as a central location to support the information and resource requirements of the emergency. The EOC will function based on operational periods established by the EOC Manager. If required, it may remain operational on a 24-hour basis. Like an Incident Command Post (ICP) (See Section 6.4.1 Field Operations), the EOC can take on different forms and locations, scaling up or down to meet the incident's impact.

4.2.1. PHYSICAL LOCATION

In most instances, the EOC will be established at a physical location that will be staffed by the EOC Team.

Table 4-1. Emergency Operations Center Locations

Primary Locations	Alternate Location
Community Civic Center	City Police Department or Molalla Fire District

If necessary, City Emergency Management may designate additional alternate locations for the EOC, which may be a Public Works facility, Public Health office or a fire station.

4.2.1.1. VIRTUAL OPERATIONS

In situations where it is not practical or is unsafe to establish a physical location, EOC operations may be conducted virtually using available technology.

4.2.1.2. ACTIVATION

The EOC will be activated by the City Manager (or designee), who may assume or designate the role of EOC Manager. While the on-scene Incident Commander retains tactical control of the incident, the EOC Manager and/or the City Manager may assume responsibility for coordinating and prioritizing City resources in support of emergency operations and implements decisions in support of field operations.

Upon activation of the EOC, the EOC Manager will make appropriate notifications to members of the Policy Group as well as notify the State through the OpsCenter. Periodic updates will be issued appropriately for the duration of EOC activation.

4.2.1.3. ACCESS AND SECURITY

During an emergency, access to the EOC will be limited to the EOC Team and personnel approved by the EOC Manager. Appropriate security measures will be in place to identify and document personnel who are authorized to be present.

4.2.1.4. DEACTIVATION

The EOC Manager and/or the City Manager 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, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be reopened, and emergency operations reinitiated at any time.

4.3. EMERGENCY OPERATIONS CENTER TEAM

When the EOC is activated, it will be staffed by a cadre of City personnel who will fill positions required by the situation as assessed by the City Manager in coordination with the Incident Commander. For the purposes of this EOP, the Primary EOC Team is composed of the positions that make up the management, command, and general staff functions in the EOC. Each position will have at least one identified City employee who has been approved by their organizational chain of command and that has received appropriate position-specific training. When possible, additional employees will be assigned and at the direction of the EOC Manager.

5. PARTNER ORGANIZATION AND COOPERATION

Plan Section	Section Outline
Partner Organization and Cooperation	5.1 Whole community Cooperators and Partners 5.2 Partner Organization 5.3 Responsibilities by Functional Area

The primary coordination mechanism between the City and its cooperators and community and private sector is the EOC which is organized using the Incident Command System with representatives of key cooperator groups serving as liaisons to a designated position or branch within the EOC.

Successful implementation of the EMO is based on the following assumptions for City and community partners:

- Partners have reviewed, understood and accepted their assigned roles and responsibilities.
- Though partners retain ultimate authority over their own personnel, management of emergency operations may require assigned personnel (e.g., EOC team) to take direction from outside of their normal chain of command.
- Partners should remain flexible during emergencies and be prepared to adapt as the situation evolves.

5.1. WHOLE COMMUNITY COOPERATORS AND PARTNERS

5.1.1. CITY DEPARTMENTS

The departments, offices, and programs of local governments in the City play a key role as the entities tasked with both delivering essential services to the community and carrying out local government's responsibility to manage emergencies that impact the community.

During an emergency the role of local government departments will generally parallel their normal day-to-day activities and, to the extent possible, the same personnel and resources will be employed in both cases. Day-to-day activities that do not contribute directly to the emergency response may be suspended for the duration of the emergency.

Departments that have not been assigned a specific function in this EOP should be prepared to make their staff and other resources available for emergency duty at the direction of the EOC Manager.

Responsibilities of All Departments

All departments and organizations with tasks assigned in this EOP are responsible for the following:

- Maintain operational readiness to support emergency operations including participation in planning, training and exercise activities.
- Implement procedures to sustain essential operations to the extent possible.
- Manage notifications to, and ongoing communications with, department staff throughout the duration of the emergency.
- Assist in damage assessment for department facilities and systems.
- Provide regular updates to the City EOC regarding operational status, available resources and needs.
- Assign personnel to the City EOC as requested.
- Maintain proper documentation of incident activities and expenditures to support requests for reimbursement.
- Participate in post-incident hot wash and after-action processes.

5.1.2. COMMUNITY AND PRIVATE SECTOR PARTNERS

Private sector businesses, volunteer organizations and Nongovernmental Organizations (NGOs) may also assist in emergencies and can include the American Red Cross, Salvation Army, and UCAN according to need and availability. Hospitals, nursing homes and other institutional facilities are required by law to have disaster plans. The City Manager will work with private sector businesses and volunteer and service organizations to provide services in emergency situations.

Responsibilities of Community and Private Sector Partners

Prior to an incident, a Mutual Aid Agreement (MAA), Memorandum of Understanding (MOU), or other agreed upon contracts will be signed with identified community and private sector partners. Partners will be involved in planning processes, and responsibilities may include:

- Train and manage volunteer resources.
- Identify shelter locations and needed supplies
- Provide critical emergency services to those in need, such as clothing, food and shelter cleaning supplies and assistance with post-emergency cleanup.

- Plan for the protection of employees, customers, clients, infrastructure and facilities.
- Plan for the protection of information and the continuity of business operations.
- Collaborate with EMO personnel before an incident occurs to determine what assistance may be necessary and how private sector organizations can help.
- Develop and exercise emergency plans before an incident occurs.
- Establish mutual aid and assistance agreements to provide specific response capabilities.
- Provide assistance and volunteers to support local emergency management and public awareness during response and throughout the recovery process.

5.1.3. STATE AND FEDERAL AGENCIES

State and Federal roles and responsibilities are established in the State of Oregon Emergency Operations Plan (EOP) and National Response Framework (NRF), respectively. The Governor is responsible for assigning the State agencies or departments best suited to respond to the emergency. Some State agencies may call upon their federal counterparts to provide additional support and resources.

Additionally, the State Emergency Response Commission (SERC) (i.e., the Oregon State Fire Marshal), which is a requirement of the Emergency Planning and Community Right to Know Act (EPCRA), is responsible for establishing local emergency planning districts within the state and overseeing state emergency response commissions for each planning district. The SERC shall appoint Local Emergency Planning Committees (LEPCs) within those planning districts to create emergency plans. The SERC provides administrative oversight and assistance to the LEPC's in accomplishing their requirements.

5.1.4. INDIVIDUALS AND HOUSEHOLDS

The City EMO will assist individuals and community organizations by conducting emergency training programs and providing emergency preparedness information. Individuals and households can assist in emergency response by the following actions:

- Reduce hazards in their homes.
- Prepare emergency supply kits and household emergency plans.
- Monitor emergency communications carefully.

- Volunteer with established organizations.
- Enroll in emergency preparation training courses.

5.2. PARTNER ORGANIZATION

To support cooperators in maintaining effective coordination with jurisdictional partners and each other, they are organized into functional groupings that align with the ESFs used by the State of Oregon and federal partners and provide a mechanism for carrying out the range of activities that may be required during an emergency or disaster. Each ESF is led by a primary agency tasked with carrying out or facilitating assignment of function-specific responsibilities to supporting cooperators and serving as a conduit for information from cooperators to the City EOC. ESFs also serve as the primary connection point for community partners to interface with the local government authorities and Emergency Services Agency Cooperators.

5.3. SCOPE AND RESPONSIBILITIES BY FUNCTIONAL GROUP

Table 5-1 provides a summary of the four functional groups established to support coordination both during response and recovery and in the steady state. Sections 5.3.2 through 5.3.5 provide additional detail on the scope of activities that fall within the responsibility of each group and identifies the primary City departments responsible for coordinating with partners to carry out those activities.

Table 5-1. Whole Community Functional Groups and Emergency Support Functions

Functional Group	Cooperators and Partner Types	Related ESFs
Management Services	Planning	ESF 5-Information and Planning
	Resource Support	ESF 7-Resource Support
	Finance	ESF 14-Public Information
	Human Resources	ESF 15-Volunteers and Donations
	Public Information	ESF 18-Business and Industry
Emergency Services	Fire Services	ESF 2-Communications
	Law Enforcement	ESF 4-Firefighting
	Emergency medical Services	ESF 9-Search and Rescue
	911/Dispatch	ESF 10-Hazardous materials
	Telecommunications	ESF 16-Law Enforcement
Health and Human Services	Public Health	ESF 6-Mass Care
	Healthcare Providers	ESF 8-Health and Medical
	Behavioral Health	ESF 11-Agriculture and Animal Protection
	Environmental Health	
	Community Assistance Providers	
	Agriculture	
Infrastructure Services	Transportation	ESF 1-Transportation
	Water and Wastewater	ESF 3-Public Works
	Electric	ESF 12-Energy

Functional Group	Cooperators and Partner Types	Related ESFs
	Waste Management and Sanitation	

5.3.1. Management Services

Table MGT-2. Management Services Emergency Support Functions

ESF 5 Information and Planning	ESF 7 Resource Support	ESF 14 Public Information and external Affairs	ESF 15 Volunteers and Donations	ESF 18 Business and Industry
Coordinate efforts to: • Facilitate EOC Planning Meetings and facilitate the EOC action planning process • Mange EOC Data gathering and management activities • Process and analyze incident data, generate information products, and facilitate their availability to partners. • Manage requests for information including coordination with the media. • Disseminate timely and accurate public information. • Facilitate coordination between internal and external emergency management, planning, geospatial, and	**Coordinate efforts to:** Coordinate resource support to fulfill emergency operations requirements. Monitor and track all requests for local and outside resources and coordinate acquisition, delivery and release of resources. Monitor and document the financial costs of providing resources to include costs if providing State agency support, purchasing or contracting goods and services, transportation and above normal staffing.	**Coordinate efforts to:** • Establish policies for internal review and approval of public information prior to its release to the community and/or media partners. • Coordinate and distribute pre-emergency preparedness public awareness information. • Maintain a reliable alert and warning system. • Control the spread of rumors, correct misinformation and public information needs.	**Coordinate efforts to:** • Coordinate the identification and vetting of volunteer resources. • Match volunteer resources and donations with the unmet needs of impacted communities. • Maintain a donations management system to ensure the effective utilization of donated cash, goods, and services. • Provide guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.	**Coordinate efforts to:** • Coordinate with business and industry partners to facilitate private sector support to response and recovery operations. • Identify immediate and short-term recovery assistance to businesses and industry partners. • Facilitate communication between businesses and industry partners and local and county Emergency Management organizations. (ESF 5).

ESF 5 Information and Planning	ESF 7 Resource Support	ESF 14 Public Information and external Affairs	ESF 15 Volunteers and Donations	ESF 18 Business and Industry
information technology leads.				
City Manager	**City Manager**	**Community Development**	**City Manager**	**Community Development**

5.3.2. Emergency Services

Table 5-3. Emergency Services Emergency Support Functions

ESF 2 Communications	ESF-4 Firefighting	ESF 13 Search and Rescue	ESF 10 Hazardous Materials	ESF 16 Law Enforcement
Coordinate efforts to: • Establish and maintain an effective communication system for use in a disaster. • Coordinate the provision of temporary communications capability to first responders and City departments, and partner agencies. • Maintain information technology infrastructure including provision of cybersecurity measures. • Maintain a reliable alert and warning system	**Coordinate efforts to:** **Coordinate efforts to:** • Support local assessment and identification of public impact and needs. • Conduct fire and rescue operations for wildfires. • Coordinate emergency evacuations for large wildfires with law enforcement and transportation resources.	**Coordinate efforts to:** • Deploy resources in both urban and non-urban search and rescue during a major disaster or incident. • Coordinate with ESF 8 for emergency medical services. • Coordinate Search and Rescue (SAR)	**Coordinate efforts to:** • Establish and coordinate strategies for actual or potential discharge or release of hazardous materials resulting from a natural, human caused, or technological disaster. • Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released. • Coordinate the appropriate response to secondary or tertiary	**Coordinate efforts to:** • Provide crowd and traffic control services related to emergency events. • Coordinate site security and access control, such as security at public shelters, EOCs, bulk distribution sites, feeding sites and point of dispensing sites. • Manage evacuation operations and/or shelter in place orders. • Coordinate additional law enforcement resources as needed (i.e. Oregon National Guard, Oregon State Police, etc.). • Provide urban and wilderness search and rescue

ESF 2 Communications	ESF-4 Firefighting	ESF 13 Search and Rescue	ESF 10 Hazardous Materials	ESF 16 Law Enforcement
			environmental protection issues. • Provide guidelines for the public notification and alerts. • Coordinate with County and State for nuclear/radiological response activities.	(SAR) services as requested.
City Police Department	**City Police Department and Molalla Fire District**	**City Police Department**	**Molalla Fire District City Police Department**	**City Police Department**

5.3.3. Health and Human Service

Table 5-4. Health and Human Services Emergency Support Functions

ESF 6 Mass Care	ESF 8 Health and Medical	ESF 11 Food and Water	ESF 11 Agricultural and Natural Resources
Coordinate efforts to: • Assess the impact of an emergency or disaster on the community and support efforts to address unmet human needs. • Provide shelter for individuals and households displaced by an emergency or disaster. • Provide mass feeding operations and distribute bulk supplies. • Facilitate assistance to connect displaced individuals and households with	**Coordinate efforts to:** • Assess the impact of an emergency or disaster to public health, emotional well-being and healthcare, and the support efforts to stabilize those systems. • Identify persons with medical needs and coordinate the appropriate care and required movement of those persons within impacted areas or shelters. • Monitor, investigate and control potential threats to human health	**Coordinate efforts to:** • Provide nutrition assistance and coordinate to obtain needed food and water supplies. • Provide environmental health services including food and water safety, foodborne disease surveillance and investigations, water quality testing and surveillance	**Coordinate efforts to:** • Assess the impact of an emergency or disaster on agriculture, animals and natural and cultural resources. • Assist in the care and shelter of service animals, pets and livestock. • Protect natural and cultural resources including efforts to preserve, conserve and rehabilitate those resources.

ESF 6 Mass Care	ESF 8 Health and Medical	ESF 11 Food and Water	ESF 11 Agricultural and Natural Resources
temporary and longer-term housing solutions. • Ensure that persons with access and functional needs are provided appropriate support during an emergency or disaster. • Provide emergency first aid assistance for large numbers of people. • Gather and make available disaster welfare information on impacted individuals and households. • Connect individuals and households in the community with assistance programs.	through proactive and ongoing surveillance and response measures. • Distribute medical countermeasures and/or nonmedical interventions. • Provide mental health support for the community including first responders and impacted individuals and communities. • Conduct mass casualty and mass fatality operations when the number of injured or deceased that result from an emergency exceed local capabilities.		
City Manager	**Molalla Fire District**	**City Manager/Community Development Department**	**City Manager**

5.3.4. Infrastructure Services

Table 5-5. Infrastructure Services Emergency Support Functions

ESF 1 Transportation	ESF 3 Public Works	ESF 12 Energy
Coordinate efforts to: • Monitor and report status of, and damage to transportation system and critical infrastructure as a result of the incident .• Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged, unavailable or overwhelmed. • Coordinate access to transportation routes including	**Coordinate efforts to:** • Coordinate transportation system and critical infrastructure as a result of the incident. • Identify temporary alternative transportation solutions that can be implemented when systems or infrastructure are damaged, unavailable or overwhelmed. • Coordinate access to transportation routes including	**Coordinate efforts to:** • Assist City departments and agencies in obtaining fuel for transportation (ESF 1), communications (ESF 2), emergency operations and other critical functions. • Help energy suppliers and utilities obtain equipment, specialized labor and transportation (ESF 1) to repair or restore energy systems and/or

ESF 1 Transportation	ESF 3 Public Works	ESF 12 Energy
snow and ice removal and debris management. • Coordinate the emergency repair and restoration of the transportation network. • Provide logistical transportation of evacuees, personnel, equipment, materials and supplies. • Partner with law enforcement (ESF 13).	snow and ice removal and debris management. • Coordinate the emergency repair and restoration of the transportation network. • Provide logistical transportation of evacuees, personnel, equipment, materials and supplies. • Partner with law enforcement (ESF 13) efforts to monitor, control and coordinate traffic. Coordinate efforts to: • Address the coordination of assessments of energy and water/wastewater systems, components and utilities for damage, operability, supply, demand and the requirements to restore such systems. • Coordinate engineering and construction management support for response and recovery operations. • Prioritize and initiate emergency work to clear debris and obstructions from emergency transportation routes and removal of debris from public property.	water or wastewater facilities and infrastructure. • Address the provision of temporary emergency power generation capabilities and/or water and wastewater facilities to support critical facilities and equipment until permanent restoration is accomplished. • Coordinate emergency fuel support for transportation operations (ESF 12).
Community Development	**Community Development**	**Community Development**

6. CONCEPT OF OPERATIONS

Plan Section	Section Outline
Concept of Operations	6.1 Response Priorities 6.2 Emergency Classification 6.3 Incident Command System 6.4 Operational Coordination 6.5 Activation and Mobilization 6.6 Alert and Warning 6.7 Communications 6.8 Information Management 6.9 Resource Management 6.10 Demobilization and Transition to Recovery

The City has the responsibility for protecting life, property and environment within its boundaries as well as a common responsibility to be a collaborative partner with neighboring jurisdictions and response partners. This concept of operations provides an all-hazards framework for conducting emergency operations and provides the plan user with an overview of the key elements of the City EMO.

6.1. RESPONSE PRIORITIES

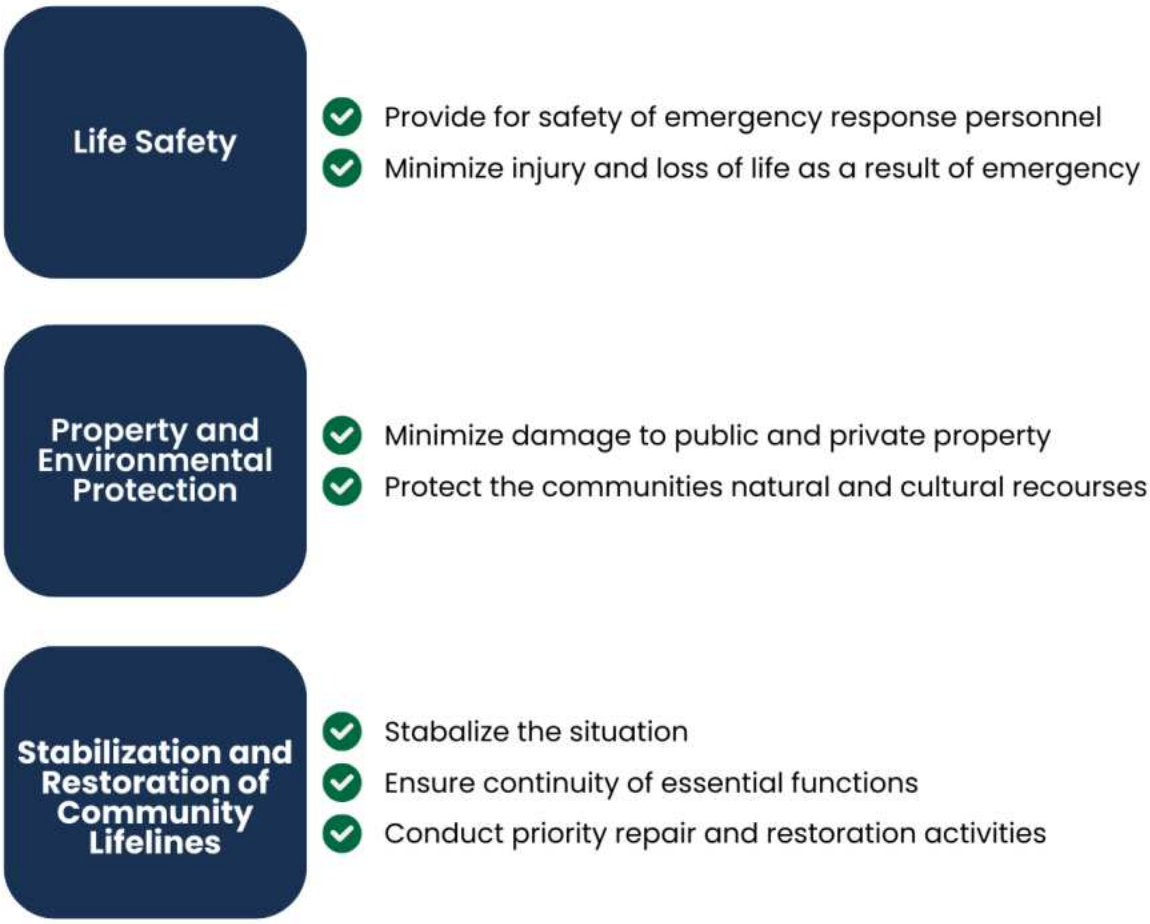
Every emergency is different, and the strategies and tactics that will be used to manage response and recovery operations will be dependent on a range of considerations including the type, size, and severity of the emergency with priorities being set by the Incident Command and EOC Team with guidance and direction from the Policy Group. To support decision-makers in setting incident-specific priorities, this EOP establishes the following overarching priorities as a foundation for how the City and its whole community partners will approach coordination of support for emergency operations, with life safety always as the top priority.

Life Safety - Provide for safety of emergency response personnel and minimize injury and loss of life as a result of emergency.

Property and Environmental Protection - Minimize damage to public and private property. Protect the community's natural and cultural heritage.

Stabilization and Restoration of community Lifelines - Stabilize the situation, ensure continuity of essential functions and conduct priority repair and restoration activities

Figure 6-1. Priorities for Emergency Operations



6.2. EMERGENCY CLASSIFICATION

The EOP establishes five primary classifications for an emergency that serve as a tool for assessing the need for activation of the City EMO and to what scale.

Type	Incident Effect Indicators
1	• Incident shows high resistance to stabilization or mitigation • Incident objectives cannot be met within numerous operational periods • Incident extends from two weeks to over a month or longer • Population within and surrounding the region or state where the incident occurred is significantly affected • Incident threatens, damages, or destroys significant numbers of residential, commercial, and cultural properties • Incident damages or destroys numerous critical infrastructure and key resources; mitigation extends multiple operational periods and requires long-term planning and extensive coordination

Type	Incident Effect Indicators
	• Evacuated and relocated populations may require sheltering and housing for weeks or months • Elected/appointed governing officials, political organizations, and stakeholder groups require a high level of interaction • Incident has resulted in external influences, has widespread impact, and involves political and media sensitivities requiring comprehensive management Conditions or actions that caused the original incident still exist, so a cascading event or exacerbation of the current incident is likely
2	Incident shows high resistance to stabilization or mitigation • Incident objectives typically not met within the first several days • Incident may extend from several days to two weeks • Population within and surrounding the general incident area are affected and may require evacuation during mitigation • Incident threatens damages, or destroys residential, commercial, and cultural properties • Critical infrastructure and key resources may suffer adverse impacts, including destruction, and mitigation actions may extend into multiple operational periods, requiring considerable coordination • Elected/appointed governing officials, political organizations, and stakeholder groups require a moderate level of interaction • Incident has resulted in external influences, has widespread impact, and involves political and media sensitivities requiring comprehensive management • Conditions or actions that caused the original incident
3	Incident shows some resistance to stabilization or mitigation • Incident objectives typically not met within the first 24 hours after resources arrive • Incident may extend from several days to one week • Population within and immediately surrounding incident area may require evacuations during mitigation • Incident threatens, damages, or destroys residential, commercial, or cultural properties • Critical infrastructure and key resources may suffer adverse impacts, and mitigation actions may extend into multiple operational periods • Elected/appointed governing officials and stakeholder groups require some level of interaction • Conditions or actions that caused the incident may persist; as a result, there is some possibility of a cascading event or exacerbation of the current incident
4	incident shows little resistance to stabilization or mitigation • Incident objectives typically met within several hours once resources arrive on scene • Incident may extend from several hours to 24 hours • Limited effects to population surrounding incident; few or no evacuations necessary during mitigation • Incident threatens, damages, or destroys a minimal number of residential, commercial, or cultural properties • Critical infrastructure and key resources may suffer adverse impacts, but mitigation measures are uncomplicated and can be implemented within one operational period • Elected/appointed governing officials and stakeholder groups require little or no interaction, but they may need to be notified • Conditions or actions that caused the original incident do not persist; as a result, there is little to no probability of a cascading event or exacerbation of the current incident

Type	Incident Effect Indicators
5	Incident shows no resistance to stabilization or mitigation • Incident objectives typically met within one or two hours once resources arrive on scene • Minimal effects to population immediately surrounding the incident; few or no evacuations needed during mitigation • No adverse impact on critical infrastructure and key resources Elected/appointed governing officials and stakeholder groups require little or no interaction and may not need notification • Conditions or actions that caused the original incident do not persist; as a result, there is no probability of a cascading event or exacerbation of the current incident

6.3. INCIDENT COMMAND SYSTEM

During an emergency, the day-to-day organizational structure used by partners can create barriers to timely and coordinated decision making and the City has adopted the NIMS including the use of the ICS as the management structure to be used to manage emergency operations.

ICS is a standardized approach to the command, control and coordination of on-scene incident management that provides a common hierarchy within which personnel from multiple organizations can be effective. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities and communications. Using ICS for every emergency helps hone and maintain skills needed to coordinate efforts effectively. ICS is used by all levels of government as well as by many community-based and private sector organizations. ICS applies across disciplines and enables incident managers from different organizations to work together in achieving unified goals.

6.4. OPERATIONAL COORDINATION

6.4.1. FIELD OPERATIONS

Most emergencies will be managed at the scene or location of the incident by an Incident Commander and field-based Incident Command Team. Based on the severity of the incident, operations and the need for ongoing support, the Incident Commander may establish an Incident Command Post (ICP) to support on-scene control of tactical operations. Depending on the scope of the incident, the ICP may be a temporary field facility such as a tent or may simply take the form of a vehicle or table. Should the need to pre-position resources arise to support response operations a staging area may be established.

Incident Command Team responsibilities during an emergency include:

- Secure the scene and establish command using ICS.

- Direct and control the on-scene response to the emergency and manage the emergency resources committed there.

- Warn the population in the service area affected by the incident and provide emergency instructions to them through the Clackamas County Emergency Notification System (ClackamsALERTS!) as set up by Clackamas County Emergency Management, or other City public messaging as determined appropriate to incident conditions.

- Identify and implement protective measures for the population in the incident's service area and for emergency responders at the scene.

- Implement traffic control arrangements in and around facilities.

- Make required notifications and request activation of the EOC if support is required.

- Develop incident objectives and document them in an Incident Action Plan (IAP) when incident requires, like extended activity beyond one normal operational period.

- Maintain active communication with the EOC throughout the duration of activities

6.4.1.1. UNIFIED COMMAND

When no one jurisdiction, agency or organization has primary authority and/or the resources to manage an incident on its own, a Unified Command may be established. Under a Unified Command, participating partners manage the incident by jointly approved objectives. The resulting unity of effort allows the Unified Command to allocate resources regardless of ownership or location though its existence and does not affect individual agency authority, responsibility or accountability.

6.4.1.2. AREA COMMAND

An Area Command is a management structure established to oversee the organization of multiple incidents handled by separate ICS organizations, or very large incidents that involve multiple ICS organizations. Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control and does not have operational responsibilities.

6.4.2. POLICY GROUP

The Policy Group is referred to in this plan as a single body, but in fact may have several components with representation from each jurisdictional emergency management authority. Each group is responsible for the activities conducted within their respective jurisdiction. The members of the Policy Group include both elected and appointed executives with certain legal responsibilities.

Policy Group responsibilities during an emergency may include:

- Provide leadership and direction to the Incident Commander and EOC Team to guide decision making and priority setting.
- Provide guidance for the allocation of scarce resources and collaborate to manage competing priorities.

6.4.2.1. MULTI-AGENCY COORDINATION GROUP

If the emergency requires significant coordination between jurisdictional partners with authority over the incident, the Policy Group may be expanded into a Multi-Agency Coordination (MAC) Group including administrators/executives from each participating entity who are authorized to commit agency resources and funds. The MAC Group provides a venue for coordinated decision making and resource allocation among cooperating agencies and is responsible for providing direction in situations where there are competing priorities, resource constraints and the need for harmonization of policy.

6.5. ACTIVATION AND MOBILIZATION

6.5.1. ACTIVATION

Once a situation has been assessed, the City Manager may, at the request of the Incident Commander or direction from the City Councilors or internal authority, activate the City EMO, including activation of the EOC. EOC activation levels can scale from virtual, partial and fully active. The City Manager will mobilize the EOC Team and make an initial determination of EOC staffing requirements based on the emergency's type, size, severity and anticipated duration. An Emergency Declaration is not required to implement the EMO or activate the EOC.

6.5.2. INITIAL NOTIFICATIONS

Initial notifications that a significant incident has occurred will be coordinated by the Incident Commander or through dispatch and will include the City Manager. Upon activation of the EOC, the EOC Manager will notify the following partners to inform them of the activation:

- City Councilors
- City Manager
- City Mayors
- Chief of Police
- City Public Information Officer (PIO)
- OEM through County OpsCenter
- ESF Primary Agencies (incident-specific)

6.5.3. MOBILIZATION

Upon notification that the EOC has been activated and/or an emergency has been declared, all involved cooperators and partners will implement their respective plans and procedures including recall of critical employees (if the incident occurs during non-working hours, off-duty) and the collection, inventory, temporary repair and allocation of City assets to provide maximum prompt, sustained operations in response to a disaster.

Partners should as soon as practicable, provide the EOC Manager and/or the City Manager with the following information:

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

6.5.4. CONTINUITY OF OPERATIONS

City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, consistent with City operations, the City can still operate effectively if public officials, first responders, employees, volunteers and community members are:

- Familiar with established policies and procedures.
- Assigned pre-designated tasks.
- Provided with re-assembly instructions.
- Formally trained in their duties, roles and responsibilities required during emergency operations.
- Have alternate sites where the same functions can be performed.

6.6. ALERT AND WARNING

6.6.1. ALERT AND WARNING

If the emergency poses an imminent threat to life or safety, the City may choose to issue emergency alerts to inform community members of the situation and instruct them of protective actions that should be taken. The City may utilize a variety of methods to issue emergency alerts to response partners and the public. These may include:

- Emergency Notification System (City and Clackamas County)
- Website and social media
- Door-to-door notification
- Broadcasting stations

6.6.1.1. EMERGENCY NOTIFICATION SYSTEM

A public warning and broadcast system, ClackamasALERTS! , is established for Clackamas County to provide mass emergency notifications and instructions during a pending or actual emergency incident or disaster. The City Manager shall provide the public with educational/instructional materials and presentations on subjects regarding safety practice and survival tactics for the first 72 hours of a disaster. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency. External partners can be activated and coordinated through the City EOC. See Section 6.4.1 for more information.

6.7. COMMUNICATIONS

6.7.1. COMMUNICATIONS

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responders and public safety and will be used by all City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel and staff to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope or complexity. City response personnel will communicate and receive notifications using traditional communications technology, such as landline and cellular telephones, faxes, pagers, internet/e-mail and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency and, as appropriate, in the City's emergency notification system. Notification of external partners will be coordinated through the City EOC as appropriate.

6.7.1.1 Interoperability is the ability of public and private agencies, departments and other organizations to operate and communicate effectively together through the use of systems, personnel and equipment. Successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations and agencies. Interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology and considerations of individual agency governance, as well as consideration of use within a stressful and often chaotic context of a major response. Interoperable voice, data or video-

on-demand communication systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed and when authorized. See the Emergency Services Annex for more information on operational communications.

6.8. INFORMATION MANAGEMENT

6.8.1. SITUATIONAL AWARENESS AND INTELLIGENCE GATHERING

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and serves as the basis for conducting effective emergency alert and warning (when an incident alert is not received by an outside agency). Intelligence gathering may also be used to detect, prevent, apprehend and prosecute criminals planning terrorist incidents. On a day-to-day basis, when the EOC is not fully activated City and community partners will:

• Be aware of their surroundings and identify and report potential threats and dangerous situations.

• Share and evaluate information from multiple sources.

• Integrate communications and reporting activities among responding agencies.

• Monitor threats and hazards.

• Share forecasting of incident severity and needs.

If activated, the EOC Planning Section (in coordination with ESF 5 partners) will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the Sheriff's Office will coordinate with state law enforcement partners including the Oregon State Police and the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC). During a terrorist incident, the OTFC will support situational awareness and intelligence gathering functions.

6.8.2. PUBLIC INFORMATION

Emergency Public information support activities will be coordinated through assigned jurisdictional PIOs, or through the EOC PIO, when activated. For a more complex or multi- jurisdictional response, the City may choose to establish a local call center or participate in a Joint Information Center (JIC) activated by state or federal partners. See the Management Services Annex for additional detail on information management.

6.9. RESOURCE MANAGEMENT

Resource requests must be submitted by the City Manager, or through the EOC, when activated, to OEM through the OpsCenter by Clackamas County Emergency Management and according to provisions outlined under ORS Chapter 401. Each jurisdictional partner is responsible for the direction and control of their respective resources during an emergency and for assessing and communicating their resource needs. Prior to requesting support, partners must utilize all available local resources including those available through mutual aid. Upon Declaration of a State of Emergency, assistance requests should be submitted to the City EOC. The City EOC processes subsequent assistance requests to the State. When the EOC is activated, the EOC Manager, with direction from the Policy Group, has the authority to establish priorities for assignment of resources to meet objectives. The Logistics and Planning Sections have primary responsibility for coordinating the resource management activities. In a situation where limited resources and competing priorities exist, the Policy Group is responsible for providing prioritized direction.

6.9.1. RESOURCE TYPING

The City utilizes resource typing, which is a method for standardizing equipment requests and managing resources during an incident in accordance with NIMS. A resource typed list can increase the usefulness of the tools requested during an emergency and may reduce costs by eliminating orders for equipment that is inaccurate or inappropriate for the situation. City response personnel and support staff should be trained and exercised using resource typing lists to ensure familiarity with the standard terminology for commonly requested resources.

6.9.2. CREDENTIALING OF PERSONNEL

At this time, the City has not implemented a complete and formalized credentialing program, however basic NIMS/ICS trainings that have been completed are tracked for awareness and best practice purposes.

6.9.3. MUTUAL AID

State law (ORS 402.010 and 402.015) authorizes local governments to enter into cooperative assistance agreements or mutual aid agreements with other 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. 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 476.510 to ORS 746.610 (the Oregon State Emergency Conflagration Act).

Existing Mutual Aid Agreements (MAA) and Memorandums of Understanding (MOU) are on file with City Emergency Management. During an emergency, a local Declaration of a State of Emergency may be necessary to activate these agreements and allocate appropriate resources. Existing mutual aid

agreements and other mechanisms for mutual assistance are listed, where necessary in the ESF annexes of this EOP.

6.9.4. OREGON RESOURCES COORDINATION ASSISTANCE AGREEMENT

In the event of an emergency event, the City may need assistance from other governmental jurisdictions outside of their normal mutual aid partners to provide quick response and/or achieve more resource capacity. The ORCAA program establishes a process and coordination procedures for jurisdictions to provide/receive assistance to/from neighboring communities to better respond to emergency events. The program allows partnering agencies, governments and other entities to establish and adopt formal agreements to provide staffing, technical and operational resources to help address emergency events outside their normal jurisdictional boundaries.

The following summarizes the process by which the City will seek assistance and manage response activities from neighboring jurisdictions (and for those the City has a formal ORCCA):

• ORCCA Request Form – When emergency response assistance is warranted, the City's authorized representative shall complete an ORCCA request form and submit to the jurisdiction in which it seeks emergency response assistance – the City shall submit a copy of the request form to the OEM. The City shall submit the form to the individual/department as outlined in the ORCCA for that jurisdiction.

• City Authorized Representative – The City's authorized representative or designee shall oversee the emergency response/recovery activities and direct emergency responders (including resources from the other jurisdictions). This authorized representative or designee shall also oversee deployment activities once the emergency event has been resolved.

6.10. DEMOBILIZATION AND TRANSITION TO RECOVERY

6.10.1. DEMOBILIZATION AND TRANSITION TO RECOVERY

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

The following issues will be considered when demobilizing:

• Identification of surplus resources and probable resource release times.

• Demobilization priorities as established by the EOC Manager and/or the City Manager.

• Released or demobilized response resources as approved by the EOC Director and/or the City Manager.

• Repair and maintenance of equipment, if necessary.

• Documentation for all personnel, resources and supplies have been completed and submitted as required.

The EOC Manager and/or the City Manager, will determine when a State of Emergency no longer exists. Emergency operations can be terminated, and normal City functions can be restored. However, if the emergency falls under a State or Federal declaration, then the State or Federal agencies will decide when and how a declared emergency is terminated.

6.10.2. TRANSITION TO RECOVERY

Once the immediate response phase has been completed, the City will turn towards recovery to restore government function and community services. 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 "new normal" or improved state. Based on assessment of the situation, the EOC Manager will, in consultation with the Policy Group, facilitate a transition to recovery. In most situations, this will mean a demobilization of the EOC and return to routine operations. In situations where recovery activities are anticipated to be of a longer duration, the Policy Group may appoint a Recovery Manager to facilitate intermediate and long-term recovery. This alternative may be considered instead of immediately requiring the City Manager to manage recovery operations as part of their daily responsibilities, depending on scope and breadth of recovery duration.

6.10.2.1. ENVIRONMENTAL AND HISTORICAL PRESERVATION REQUIREMENTS

To recover from an emergency event, the City may need federal assistance and will be subject to environmental and historical preservation requirements as a condition to receive aid. These federal requirements aim to preserve natural and cultural resources, and habitat areas (each federal agency has their own preservation requirements which may be applicable even in times of disaster recovery). To the reasonable extent possible, the City will implement its emergency response plans with minimal impact to these areas.

6.10.2.2. OREGON DISASTER RECOVERY PLAN

The Oregon Disaster Recovery Plan was developed under the authority of Oregon Revised Statutes, Chapter 401 which assigns responsibility for the emergency services system within the State of Oregon to the Governor. This plan addresses how the State of Oregon manages recovery from disasters in support of local and tribal jurisdictions.

7. EMERGENCY OPERATIONS CENTER MANAGEMENT

Plan Section	Section Outline
Emergency Operations Center Management	7.1 EOC Team Organization 7.2 EOC Management 7.3 General Staff 7.4 EOC Action Planning 7.5 Emergency Support Functions in the EOC

7.1. EOC TEAM ORGANIZATION

The EOC Team is comprised of a cadre of City personnel that can be mobilized to staff the EOC and support coordination of emergency operations. To be eligible for staffing the EOC during an emergency, EOC Team members must:

• Be authorized by department leadership for reassignment to the EOC for the duration of the response.

• Have completed required training appropriate for the position being filled or be able to complete just-in-time training prior to mobilization or during orientation arrival to the EOC.

EOC Team responsibilities during an emergency may include:

- Fill and perform duties of assigned EOC position or other duties as assigned by the EOC Manager or other member of the chain of command.
- Maintain required documentation for the position and ensure it is provided before leaving after a shift in the EOC.
- Report status to City Manager and availability to respond to the EOC upon request.
- Report to the EOC or other designated location when requested.

In a catastrophic disaster or other circumstance where traditional communications may be disabled, the EOC Team will report for duty in the following order of priority:

- Location designated by the Incident Commander or City Manager.
- Pre-designated location established in this EOP or other controlling emergency response plan.

- Closest operable jurisdictional EOC.
- Closet operable government facility.
- Where communications are disabled, Team members may self-activate to EOC to receive assignments.

Perform assigned EOC role under the direction of the EOC Manager.

- Participate in EOC planning meetings as appropriate and inform development of EOC Action Plan.
- Maintain awareness of situation status and response priorities.
- In the event the emergency requires staffing multiple operational periods, conduct a transition or hand-off briefing with the incoming replacement.
- Participate in post-emergency hot wash and after-action process.

7.2. EOC MANAGEMENT EOC

Management roles are scalable according to resources, and can include the EOC Manager, Safety Officer, Public Information Officer, and Liaison Officer. The term management is used here to distinguish from the ICS organization being used at the scene by the Incident Commander. The EOC management team does not direct tactical field operations, but rather manages EOC support based on needs communicated from the Incident Commander.

7.2.1. EOC MANAGER

The EOC Manager is responsible for organizing, supervising and operating the EOC and works with the Incident Commander to ensure that the EOC is meeting the needs of the incident. EOC Manager responsibilities in the EOC include:

• Maintain operational readiness of the EOC at all times.
• Activate the EOC and make appropriate notifications.
• Mobilize and assign EOC team members.
• Provide oversight and leadership for all EOC activities.
• Perform the role of any Command Staff position not otherwise delegated.
• Initiate the EOC Action Plan process.

7.2.2. PUBLIC INFORMATION OFFICER

The PIO reports to the EOC Manager and serves as the primary advisor to the EOC Manager and the Policy Group on issues related to public information. PIO responsibilities in the EOC include:

• Coordinate all public information activities for the EOC.
• Coordinate and review all information releases.
• Obtain policy guidance and approval from EOC Manager for all information releases.
• Coordinate media relation activities including briefings, interviews and site tours.
• Support Policy Group members and other leaders in preparing for media briefings.
• Coordinate resources to support call taking to manage public inquiries and assistance.
• Monitor media sources to track news and manage rumor control.
• Coordinate with agency PIOs and participate in Joint Information System including management of a JIC.

7.2.3. Safety Officer

The Safety Officer reports to the EOC Manager and serves as the primary advisor to the EOC Manager and Policy Group on issues related to health and safety. Safety Officer responsibilities in the EOC include:

• Conduct a risk identification and analysis of the EOC and address findings.
• Monitor hazardous situations in the EOC as well as external conditions (e.g., weather).'
• Monitor physical and mental well-being of EOC Team and make recommendations as appropriate.
• Coordinate EOC security measures.
• Advise on health and safety issues and exercise emergency authority to stop and prevent unsafe acts both in the EOC and the field.
• Coordinate procurement and distribution of personal protective equipment.
• Develop safety messages and conduct safety briefings.
• Review the EOC Action Plan and other documentation for safety implications.
• Identify and engage necessary subject matter experts qualified to evaluate special hazards.

7.2.4. LIAISON OFFICER

The Liaison Officer reports to the EOC Manager and serves as the primary advisor to the EOC Manager and Policy Group on issues related to coordination with external agencies. Liaison Officer responsibilities in the EOC include:
• Establish and maintain communication with external agencies.
• Serve as a primary point of contact for external agency representatives.
• Facilitate security clearance for agency representatives visiting the EOC.
• Maintain a list of assisting and cooperating agencies and agency representatives.
• Monitor emergency operations to identify current or potential interorganizational challenges or opportunities.

7.3. GENERAL STAFF

The General Staff positions in the EOC are responsible for coordinating the range of support the emergency may require and include the Operations, Planning, Logistics and Finance/Administration Sections. In some incidents the General Staff may also include an Intelligence/Investigations Section, either operating under a staff section, or as a standalone section.

7.3.1. OPERATIONS

The Operations Section Chief reports to the EOC Manager and is responsible for coordination of the operational functions assigned to the EOC. Operations Section responsibilities in the EOC include:

• Assess the situation and establish appropriate positions within the Operations Section to meet operational coordination needs.
• Maintain communication with field operations to maintain situational awareness.
• Coordinate execution of emergency operations activities based on objectives established in the EOC Action Plan.
• Identify and facilitate requests for resources needed to support operations.

7.3.2. PLANNING

The Planning Section Chief reports to the EOC Manager and is responsible for coordination of the planning and information sharing functions assigned to the EOC. Planning Section responsibilities in the EOC include:

• Assess the situation and establish appropriate positions within the Planning Section.
• Monitor and display situation status information and develop situation reports for each operational period.
• Facilitate EOC planning meetings and coordinate preparation of the EOC Action Plan.
• Prepare informational products and maps to inform decision making and public information materials.
• Collect and manage all relevant data documentation for the emergency.
• Establish and maintain a system to track resources.
• Support advance planning to identify and proactively address issues.

7.3.2.1. LOGISTICS

The Logistics Section Chief reports to the EOC Manager and is responsible for coordination of logistics and resource support functions assigned to the EOC. Logistics Section responsibilities in the EOC include:

• Assess the situation and establish appropriate positions within the Logistics Section.
• Manage procurement of personnel, supplies, facilities, fleet and equipment to support emergency operations.
• Arrange for food, lodging and other support services for the EOC.
• Coordinate volunteer and donations management activities.
• Support EOC communications and information technology requirements.
• Advise on and implement appropriate cyber security measures in the EOC.
• Coordinate acquisition and configuration of facilities to support emergency operations.
• Facilitate resource requests including preparation, approval by the EOC Manager, and submittal.

7.3.2.2. FINANCE AND ADMINISTRATION

The Finance and Administration Chief reports to the EOC Manager and is responsible for coordination of finance and human resources functions assigned to the EOC. Finance and Administration Section responsibilities in the EOC include:

• Assess the situation and establish appropriate positions within the Finance and Administration Section.
• Provide guidance on emergency finance and purchasing policy.
• Support preparation and approval of contracts. • Support processing of purchase orders and vendor qualification.
• Ensure that EOC team and personnel supporting emergency operations are tracking time appropriately.
• Establish and communicate accounting codes to track emergency costs.
• Gather cost information and advice on cost savings. • Manage and maintain documentation of all costs.
• Manage any worker's compensation issues that arise from the emergency.

7.4. EOC ACTION PLANNING

Every EOC activation should be supported by an EOC Action Plan that establishes objectives and assignments for EOC Team support of emergency operations. The plan does not need to be complex, and the scale of the plan will be dependent on the complexity of the emergency. The EOC Action Plan is designed to establish a strategy for the EOC Team to meet needs communicated by the Incident Commander. Tactical decisions around deployment of resources and personnel once they arrive where requested is the responsibility of the Incident Commander and will be documented by the on-scene command team through an IAP.

7.5. EMERGENCY SUPPORT FUNCTIONS IN THE EOC

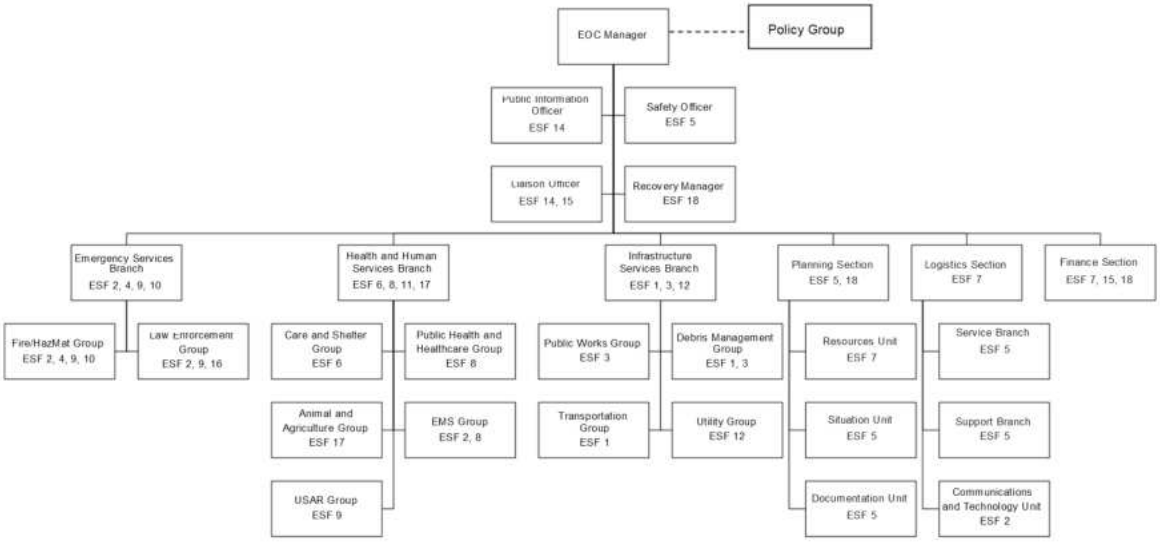
This EOP uses ESFs to organize and communicate function-specific information and facilitate whole community ownership and partnerships, and they should be viewed as tools for EOC Team members tasked with executing those functions as part of their position within the ICS structure.

Table 7-1 maps EOC positions with the ESFs that support them and Figure 7-1 shows the EOC structure

Table 7-1. EOC Positions

Emergency Support Function	Functional Group	EOC Team Position
ESF 1 Transportation	Infrastructure Services	Operations Section – Infrastructure Branch
ESF 2 Communications	Emergency Services	Logistics Section – Communications and Technology Unit
ESF 3 Public Works	Infrastructure Services	See ESF 1 and 12
ESF 4 Firefighting	Emergency Services	Operations Section – Fire Services Branch
ESF 5 Information and Planning	Management	Planning Section
ESF 6 Mass Care	Health and Human Services	Operations Section – Health and Human Services Branch
ESF 7 Resource Support	Management	Logistics Section Finance and Administration Section
ESF 8 Health and Medical	Health and Human Services	Operations Section – Health and Human Services Branch
ESF 9 Search and Rescue	Emergency Services	See ESF 4 and 16
ESF 10 Hazardous Materials	Emergency Services	See ESF 4
ESF 11 Food and Water	Health and Human Services	Operations Section – Infrastructure Branch
ESF 12 Energy	Infrastructure Services	Logistics Section – Communications and Technology Unit
ESF 14 Public Information	Management	See ESF 1 and 12
ESF 15 Volunteers and Donations	Management	Operations Section – Fire Services Branch
ESF 16 Law Enforcement	Emergency Services	Planning Section
ESF 17 Agriculture and Animal	Health and Human Services	Operations Section – Health and Human Services Branch
ESF 18 Business and Industry	Management	Logistics Section Finance and Administration Section

Figure 7-1. EOC Structure


EOC Manager
Policy Group
Public Information Officer ESF 14
Safety Officer ESF 5
Liaison Officer ESF 14, 15
Recovery Manager ESF 18
Emergency Services Branch ESF 2, 4, 9, 10
Health and Human Services Branch ESF 6, 8, 11, 17
Infrastructure Services Branch ESF 1, 3, 12
Planning Section ESF 5, 18
Logistics Section ESF 7
Finance Section ESF 7, 15, 18
Fire/HazMat Group ESF 2, 4, 9, 10
Law Enforcement Group ESF 2, 9, 16
Care and Shelter Group ESF 6
Public Health and Healthcare Group ESF 8
Animal and Agriculture Group ESF 17
EMS Group ESF 2, 8
USAR Group ESF 9
Public Works Group ESF 3
Debris Management Group ESF 1, 3
Transportation Group ESF 1
Utility Group ESF 12
Resources Unit ESF 7
Situation Unit ESF 5
Documentation Unit ESF 5
Service Branch ESF 5
Support Branch ESF 5
Communications and Technology Unit ESF 2

8. PROGRAM SUSTAINMENT

Plan Section	Section Outline
Program Sustainment	8.1 Plan Review and Maintenance 8.2 Training and Exercise Program 8.3 After Action Review 8.4 Outreach and Education

8.1. PLAN REVIEW AND MAINTENANCE

The EOP will be updated as necessary, based on lessons learned identified through drills and exercises, actual responses or changes in City government structure or emerging hazards.

8.1.1. SCHEDULED PLAN MAINTENANCE

At a minimum, this EOP will be formally reviewed and re-promulgated by the City Council every two years, and at maximum every five years to comply with state requirements. Additionally, all partners tasked within this plan are requested to review the plan within the two year timeframe. These reviews will be coordinated by the City Manager in cooperation with representatives from each of the departments assigned as lead agencies in this EOP and its supporting annexes, and all updates will be publicly available on the City's website.

8.1.2. RESPONSIBILITY OF CITY DEPARTMENTS

Update and maintenance of this EOP is a shared responsibility with key City departments tasked with updating the portions of the plan which best align with their responsibilities and capabilities. In most cases, these parties will be the same that are assigned with primary roles in functional groups established within the EOP. Department leadership will coordinate with the supporting agencies, cooperators, and community and private sector partners, as appropriate, to capture revisions and suggested updates. Proposed changes will be forwarded to the City Manager for incorporation into the EOP. It is encouraged that plan review be performed concurrently with review of other related emergency plans and procedures for consistency and alignment of effort.

8.1.3. CONTROLLING AUTHORITIES

Should any portion of the EOP be found in conflict with existing laws or regulations, the conflicting language should be flagged, and the City Manager will make an initial determination of whether there would be any material impact to ongoing process or practices as a result of removal, revision, or replacement of conflicting language. If no impact, the City Manager has the authority as the jurisdictional Emergency Program Manager to revise the EOP. If there is a material impact, the City Manager will coordinate with jurisdictional legal counsel to prioritize resolution of conflicting language

and determine appropriate courses of action to maximize continuity of the emergency management function and minimize risk and liability.

For the purposes of this EOP, a material impact would be a change in the language or interpretation of this EOP that could potentially lead to disruption of the emergency management agency's essential functions or impair capability or capacity in a manner that could cost lives or exacerbate damage to property and the environment.

The EOP, however, does not represent a binding agreement and all extra-territorial arrangements between jurisdictional partners for these services should be memorialized, approved, and regularly reviewed using the appropriate governance or contracting mechanisms.

The City Manager is responsible for briefing the appropriate public and private officials concerning their roles in emergency management and distributing the plan, as well as any amendments.

8.2. TRAINING AND EXERCISE PROGRAM

City Emergency Management will coordinate training on this EOP for City EMO partners and key leads. Department Heads are expected to facilitate employee participation in provided training annually, as well as train employees on departmental procedures relating to emergency response and personal preparedness through online and in person training and exercises.

8.2.1. MINIMUM TRAINING REQUIREMENTS

The City EMO utilizes the NIMS training program to guide minimum training requirements for incident personnel to be successful in their designated roles and to ensure unified efforts when responding to emergency situations. Training courses required depends on the incident personnel role. See Appendix F for a table of training requirements.

8.2.2. EXERCISE PROGRAM

The City EMO will conduct exercises every two years 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. 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 the HSEEP program can be found at https://www.fema.gov/hseep.

8.3. AFTER ACTION REVIEW

To document and track lessons learned from exercises and emergency responses, Emergency Management will conduct a hot wash and After-Action Review with exercise participants after each exercise or EOC Team members after an emergency. The results of this process will be captured in an After-Action Report (AAR)/Improvement Plan, which will describe the objectives of the exercise and document the results of the evaluation. The City Manager will work with City EMO partners to identify and implement corrective actions and mitigation measures.

8.4. OUTREACH AND 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 community preparedness and education are vital components of the City's overall readiness.

• City Emergency Management has also developed a Emergency Kit Checklist, which contains information on safety practices and survival. This information is available through the City's website.

• County Emergency Management also has implemented an Emergency Notification System, which allows community members to receive notifications about emergencies and other community alerts if requested.

• The City will also utilize Facebook and other social media or community media outlets for dissemination of information as necessary.

INDEX OF APPENDICES

The following appendices are provided to support implementation of the EOP and are maintained as separate files:

APPENDIX A DISASTER DECLARATION MATERIALS

Appendix A provides a template that should be used to declare, ratify and terminate a Local State of Emergency by the City. The Oregon Office of Emergency Management Emergency Declarations Guidelines for Local Elected and Appointed Officials is provided as an attachment.

APPENDIX B RELATED PLANS

Appendix B provides information on other resources that were used to prepare the EOP as well as a description of some of the key plans at the State and federal level that inform implementation of the EOP.

APPENDIX C GLOSSARY

Appendix C provides definitions of key terms that are used in the EOP.

APPENDIX D EOC TEAM RESOURCES

Appendix D provides information and resources for the EOC Team and other users of the EOP to support use of the NIMS and ICS during emergency operations. It contains information on the ICS organization, incident action planning process, and provides a description of the various forms that should be used. ICS forms are maintained separately and are available for use in the City EOC.

APPENDIX E OREGON RESOURCE COORDINATION ASSISTANCE AGREEMENT

Appendix E provides an overview of ORCAA and an example of the form used to request support under the agreement. The Oregon Office of Emergency Management, ORCAA Implementation Guide is provided as an attachment.

APPENDIX F TRAINING

Appendix F provides on the City's training and exercise program including minimum training requirements and recommended trainings for the EOC Team.

City of Molalla

Emergency Operations Plan

Management Services Annex

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FUNCTIONAL ANNEX ORGANIZATION

The City of Molalla Emergency Operations Plan (EOP) is comprised of a Basic Plan that is supplemented by four Functional Annexes that provide additional detail specific to the range of functions that may need to be performed during an emergency or disaster. Each Annex addresses several Emergency Support Functions (ESFs) that have been grouped to align with the partners involved, the organizational structure of the City Emergency Operations Center (EOC), and the organizations used by the Clackamas County (County), State of Oregon (State) and Federal partners.

City of Molalla Emergency Operations Plan Functional Annexes

Management Services
ESF 5 Information and Planning
ESF 7 Resource Support
ESF 14 Public Information
ESF 15 Volunteers and Donations
ESF 18 Business and Industry
Emergency Services
ESF 2 Communications
ESF 4 Firefighting
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 16 Law Enforcement
Health and Human Services
ESF 6 Mass Care
ESF 8 Health and Medical
ESF 11 Food and Water
ESF 17 Agriculture and Animal Protection
Infrastructure Services
ESF 1 Transportation
ESF 3 Public Works
ESF 12 Energy

MANAGEMENT SERVICES

The Management Services Annex to the City of Molalla Emergency Operations Plan is focused on the actions to effectively coordinate between partners and management resources and information during an emergency. Aligned with the Federal Emergency Management Agency's (FEMA) Lifelines, the following table provides an overview of the Emergency Services Annex and the activities it is designed to support. Under the City of Molalla EOP, the Management Services is composed of the ESFs identified in Table MGT-1.

Table MGT-1. Management Services Overview

Key ESFs *See Purpose and Scope*	ESF 5 – Information and Planning ESF 7 – Resource Support ESF 14 – Public Information ESF 15 – Volunteers and Donations ESF 18 – Business and Industry
Lifelines Supported	Facilitate operational coordination between the whole community of partners. Support information sharing between partners and dissemination of accurate and timely public information.
Lead City Departments *See Section 2 – Whole Community Management Services and 3 – Roles and Responsibilities*	City Council/City Manager Molalla Fire District City Police Department Community Development

3.0 PURPOSE AND SCOPE

The Management Services Annex serves as a framework for how the City of Molalla and its whole community of partners will coordinate the planning, management, and administrative activities needed to support emergency operations including resource and information management. Coordination with County, State and Federal is activated when an event overwhelms the local capability and capacity to respond, or in the event of a terrorist attack or malevolent act. Under the City of Molalla Emergency Operations Plan (EOP) the Management Services Group is composed of the Emergency Support Functions (ESFs) identified in

Table MGT-2. Management Services Emergency Support Functions

ESF 14 Public Information and External Affairs	**ESF 15 Volunteers and Donations**	**ESF 18 Business and Industry**
Coordinate efforts to: • Establish policies for internal review and approval of public	**Coordinate efforts to:** • Coordinate the identification and vetting of volunteer resources.	**Coordinate efforts to:** • Coordinate with business and industry partners to facilitate private

information prior to its release to the community and/or media partners. • Coordinate and distribute pre- emergency preparedness public awareness information. • Maintain a reliable alert and warning system. • Control the spread of rumors, correct misinformation and public information needs.	• Match volunteer resources and donations with the unmet needs of impacted communities. • Maintain a donations management system to ensure the effective utilization of donated cash, goods, and services. • Provide guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.	sector support to response and recovery operations. • Identify immediate and short-term, recovery assistance to businesses and industry partners • Facilitate communication between businesses and industry partners and local and county Emergency Management organizations (ESF 5).

1. MANAGEMENT SERVICES IN CITY OF MOLALLA

The following sections include brief overview of the ESFs that collectively make up infrastructure services in the City of Molalla. The descriptions are not intended to be an exhaustive list of features and concepts, but rather provide primary and supporting agencies a general overview of the ESFs.

The City of Molalla does not have an office or division of emergency management services separate from its existing departments. The City Manager serves as the Emergency Manager and 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 dependent upon the location, size, and impact of the incident. For the purposes of this plan, the structure will be referred to generally as the Molalla Emergency Management Organization (EMO). Subsequently, the Emergency Manager would be considered the City Manager, unless otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

Oregon Revised Statutes (ORS) 401.305 and 401.335 gives the City responsibility and authority to direct activities that will allow Molalla to mitigate, prepare for, respond to, and recover from emergencies or major disasters. The Emergency Operations Plan (EOP) may be activated at the discretion of the City Council or Mayor, the City Manager, or Incident Commander.

Day-to-day supervision of the EOP is the responsibility of the City Manager (or designee). If the EOC is activated, the City Manager (or designee) is responsible for organization, supervision, and operation of the EOC.

1.1. INFORMATION AND PLANNING

Capability: Compile, analyze, and coordinate overall information planning activities in the City EOC and with partner agencies.

EOC Coordination: Planning Section; Logistics Section; PIO; Liaison Officer

Related ESF: ESF 5 – Information and Planning

Key activities that may need to be performed during an emergency to support information and planning include:

• Serve as a hub for the receipt and dissemination of incident information.

• Coordinate with City agency operations centers and local, tribal, and private sector emergency management organizations to facilitate the flow of situational information

• Collect, process, analyze, and disseminate information to guide response and recovery activities

• Collect and aggregate damage assessment data and track local declarations

1.2. Management of information and Planning

City of Molalla could be subject to a number of different hazards that would require emergency response efforts and thus, a coordinated response through emergency planning support.

1.2.1. Joint Information System

Providing timely and accurate public information during an emergency of any nature is critical to the overall response efforts. A joint information system (JIC) will be implemented in conjunction with the ICS and a local and/or regional JIC will be established. City of Molalla will ensure procedures are consistent with those implemented by the existing regional and state public information network.

Depending on the size and nature of the incident, the JIC may be co-located with an existing EOC/Command Post or may be designated as an independent facility. A lead PIO will be assigned to the incident and will maintain the following responsibilities:

• Coordinate information sharing among cooperators and partner networks

• Develop and distribute materials to the general public and media partners

• Implement information clearance processes set by the Incident Commander

• Schedule media briefings in a designated location away from the EOC and other emergency operations

1.3. RESOURCE SUPPORT

Capability: Provide logistical and resource support during a time of emergency, as well as provide financial tracking and records management of overall costs of the City's response.

EOC Coordination: Planning Section; Logistics Section; Finance Section

Related ESF: ESF 7- Resource Support

Key activities that may need to be performed during an emergency for resource support include:

• Coordinate the procurement and provision of City, County, local tribal partners, and private sector resources during a disaster.

• Provide logistical and resource support for requirements not specifically addressed in other ESFs.

• Monitor and track available and committed resources involved in the incident.

• Monitor and document the financial costs of providing resources to include purchasing or contracting goods and services, transportation, and above normal staffing.

1.3.1. Management of Resource Support

Shortages in resources for emergency response could occur in any emergency or disaster, particularly one that lasted longer than 24 hours. Support is available through requests to state and federal agencies once local capacity to respond is exhausted. Additionally, mutual aid agreements with neighboring communities or counties will be invoked as needed.

The City's resource support system includes:

• Availability of emergency communications and procedures through the EOP

• Use of various transportation systems to transport resources and materials (ESF 1)

• Memorandums of Understanding and Standby Agreements for Department-specific support services (sanitation, staff, feeding)

• Private contractors and volunteers

1.3.2. Resource Coordination

The City of Molalla EOC staff have 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. The City Manager has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Manager has 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:

- Protection of life
- Protection of responding resources
- Protection of public facilities
- 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. Citizens will be given information about where to make these requests over local media.

• 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 city for county, state, and federal resources.

• Activation of county, state, and/or federal resources will be accomplished in a timely manner through a State of Emergency Declaration and request for assistance from the County.

In cases where a decision must be made to apply resources to one situation while another problem goes unattended, the preservation of human life shall take priority over the protection of property. In addition to public safety response capabilities, essential resources in a major emergency will include

food, shelter, water, and petroleum products. The preservation/restoration of electrical power, critical routes and bridges, and critical facilities will also be priorities.

1.3.3. Emergency Fiscal Management

During an emergency, the City of Molalla is likely to find it necessary to redirect City funds in order to effectively respond to the incident. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority is delegated to the City Manager with the approval of the City Council. Tracking the expenditures related to an incident is the responsibility of the Finance Section.

If an incident in the City of Molalla requires major redirection of City fiscal resources, the following general procedures will be followed:

• The City Council will meet in an 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 Council Members cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Council (or their designees) may act on emergency funding requests.

The Mayor and City Council Members 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 all incident-related personnel time, losses, and purchases will be established by the Finance Section.

1.3.4. Resource Typing

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 (with Type I representing the greatest resource capability and Type IV representing the least or smallest resource capability). 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. The following electronic link retrieves a Federal Emergency Management Agency (FEMA) list of acceptable terms for resources requested in a mutual aid context and provides other information:
https://rtlt.preptoolkit.fema.gov/Public/Combined.

1.4. PUBLIC INFORMATION

Capability: Gather, organize, and disseminate information to the public and other partners during times of emergency.

EOC Coordination: Planning Section; Logistics Section; Finance Section; PIO Officer; Liaison Officer

Related ESF: ESF 14- Public Information

Key activities that may need to be performed during an emergency for resource support include:

• Support City agencies and local and tribal partners in the timely and accurate dissemination of information to the public, local, county and state government, the media, and the private sector.

• Facilitate coordination of public messaging and message dissemination through a Joint Information Center (JIC).

1.4.1. Management of Public Information

During periods of emergency, the public needs to have detailed information regarding protective actions to be taken for minimizing loss of life and property. There are times, however, when disaster strikes without warning and the public information system cannot react rapidly enough to properly inform the public about the hazard. For this reason, it is important that, prior to the occurrence of an emergency, the public be made aware of potential hazards and the protective measures that should be employed.

The City's external affairs include:

• Coordinate information sharing among the larger PIO networks

• Develop and distribute materials to the general public and media partners

• Lead media briefings in a designated location away from EOC and other emergency operations

• Implement information clearance processes set by the Incident Commander.

• Providing accurate and timely information on City social media pages and the City's website.

1.4.2. Message Development and Dissemination

Designated personnel, public officials, and/or response staff will inform and involve appropriate stakeholders, subject matter experts, and other technical staff during the initial stages of a response.

Support activities of the lead PIO and other public information staff include:

• Creation and dissemination of key messages and incident updates to public and media partners (following review and clearance processes set forth by Incident Commander or designee)

• Activation and staffing a JIC (which may include appointing a JIC Manager)

• Development of fact sheets and situation updates for internal staff use

• Designation of a spokesperson, alternate spokesperson, and supporting subject matter experts, if needed; and

• Development and distribution of news releases, status updates, and other emergency information through news conferences, websites, newspapers, television stations, radio stations, e-mail, and emergency hotlines.

• Development and use of a citizen phone bank/hotline.

• Social media updates.

1.4.3. Alert and Warning

The primary platform for most federal or state warnings is the Integrated Phone Alert and Warning System (IPAWS), which includes broader official messaging such as Amber Alerts and weather-related alerts. The City of Molalla utilizes local Emergency Alert Systems, Police and Fire Mobile Public Address Systems, ClackamasCOALERTS, and door-to-door contact for public notifications.

The Primary Warning Points for Clackamas County are the NAWAS at the jail, and the Public Safety Answering Points (PSAPs)- Law Enforcement Data System (LEDS) and National Crime Information Center (NCIC). Other local media (TV, radio, newspaper) may be utilized as appropriate, and the When2Work scheduling app is also used for alert and notification of Police staff. These methods may be used separately or in combination to alert and warn the public of an emergency. Upon detection of an emergency condition arising within the City, the Incident Commander, or designee, will decide

if there is a need for immediate alert; if so, they will attempt to notify the City Manager and then direct its implementation. Molalla may also receive warning from the County by telephone, the OSP, Fire Net, and Oregon Emergency Response System (OERS). When warning information is received by telephone, the information should be confirmed by a return telephone call. If the emergency is localized, City law enforcement may alert residents in the area by telephone, mobile public address systems, and door-to-door contact. The City of Molalla will educate residents about the City's alert and warning system. A log of warnings issued during the incident shall be maintained by the Public Information Officer.

The following emergency alert and warning systems are in place within City of Molalla:

• Emergency Alert System (EAS)/IPAWS and Local Mass Notification System: The EAS is composed of radio and TV stations and cable companies; the EAS can be requested of local radio stations or initiated using the local mass notification system, ClackamasCoALERTS! (Everbridge).

• Social Media/Internet: including Facebook notifications, email, and website updates

• Media: including newspapers for slow-developing emergency situations (e.g., inclement weather, drought, etc.), radio stations

• Police and Fire Mobile Public Address Systems: including public meetings, emergency vehicles, and community hubs

• Door-to-door notifications: including community engagement while keeping unprotected workers from entering hazardous areas

• Special Populations/Disaster Registry: those working with special populations may assist with groups such as the hearing impaired, non-English-speaking, physically handicapped, homebound, etc.

1.4.4. Emergency Public Information

The PIO provides information to the media, with the approval of the Incident Commander, during pre-incident activities for a known event and until an EOC is activated. Once activated, PIO functions are directed from the EOC with news releases approved by the City Manager and Incident Commander. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities. Public information includes the following in the City of Molalla:

• Signage: posted at key locations throughout the City

• Social media: for push and monitoring

• Local media and radio notification: including newspapers, local radio

• Press releases: through social media pages

• City website

• Coordination with County and other cities

1.4.5. Media Briefing Facilities

During an emergency, media briefing areas may be established in the closest available facility capable of housing the media briefings, including protection from environmental impacts, capacity to hold a large number of people, and accessible by transportation routes.

1.4.6. Media Access to the Scene

In cooperation with the EOC and the Safety Officer, the Incident Commander may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with regard to the safety of media personnel, the impact on response, and the wishes and concerns of the victims.

If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, where media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.

Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.

Victims and families should have access to public officials without having to face media.

The media may be allowed access to response personnel, at the discretion of the Incident Commander, only if such an interview does not interfere with the response effort.
Response personnel will not comment on the incident without the consent of the Incident Commander. Inquiries should be directed to the designated PIO, with approval of the Incident Commander and the department of jurisdiction.

1.5. VOLUNTEERS AND DONATIONS

Capability: Lead the City's role in coordination of emergent volunteers and donations to support local and tribal emergency operations.

EOC Coordination: Planning Section; Logistics Section; Finance Section; PIO Officer; Liaison Officer

Related ESF: ESF 15- Volunteers and Donations

Key activities that may need to be performed during an emergency for resource support include:

• Coordinate the identification and vetting of volunteer resources and matching volunteer resources and donations with the unmet needs of impacted communities

• Maintain a state donations management system to ensure the effective utilization of donated cash, goods, and services.

• Provide guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and emergent volunteers.

• When possible, coordinate with the larger disaster relief network such as American Red Cross an ORVOAD (Oregon Voluntary Organizations Active in Disaster).

1.5.1. Management of Volunteers and Donations

The Police Department and the City Manager or designee will be responsible to ensure that items donated by individuals, private or public groups are inventoried, managed and distributed in a manner to prove the appropriate goods to the affected citizens. ESF 15 does not address organized volunteer and donation resources that have been pre-vetted to support a specific function, as those resources will be addressed by the appropriate ESF. For example, identification of unmet needs and bulk distribution of emergency supplies is addressed in ESF 6 – Mass Care. Activities will include:

Coordinate the identification and vetting of volunteer resources.

• Match volunteer resources and donations with the unmet needs of impacted communities.

• Coordinate a state donations management strategy to ensure the effective utilization of donated cash, goods, and services.

• Coordinate a state volunteer management strategy to ensure the effective utilization of spontaneous volunteers.

• Provide guidance to personnel coordinating the management of undesignated cash donations, unsolicited goods, and spontaneous volunteers

1.5.2. Volunteers and Donations Systems

The Molalla City Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, the American Red Cross and other volunteer organizations. These activities seek to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow ICS/NIMS standards.

1.6. BUSINESS AND INDUSTRY

Capability: Lead the City's role in coordination of emergent volunteers and donations to support local and tribal emergency operations.

EOC Coordination: Planning Section; Logistics Section; Finance Section

Related ESF: ESF 18- Business and Industry

Key activities that may need to be performed during an emergency for Business and Industry support include:

• Fostering partnerships with private (business and industry) and public (City, County, regional, state, federal) sector emergency management organizations throughout all phases of the emergency management cycle

• Identifying, coordinating, mobilizing, tracking, and demobilizing private sector owned and operated resources utilized during incident response operations.

• Conducting initial economic damage assessments for impacted areas.

1.6.1. Management of Business and Industry

The City is subject to a number of potential hazards which would adversely impact businesses or require close coordination with businesses to support response and recovery actions.

2. WHOLE COMMUNITY MANAGEMENT SERVICES

The activities required to assess and restore management systems during an emergency require a cooperative effort that involves a whole community of partners including local, state, and federal

agencies and public and private cooperators and partners. Engagement with Whole Community Partners incorporates the City of Molalla and neighboring jurisdictions, including the Mayor, Community Development, Public Works, the city's Finance Department, school districts, Molalla Fire District, health clinics and hospitals, and more.

3. ROLES AND RESPONSIBILITIES

The following Management Services roles and responsibilities are intended to provide primary and supporting partners with a shared understanding of the tasks they may be asked to perform or support during an emergency and all assigned agencies are responsible for developing procedures to guide execution of these tasks. See the State of Oregon Emergency Operations Plan and National Response Framework for state and federal roles and responsibilities.

3.1. ALL MANAGEMENT SERVICES PARTNERS

□ Implement continuity of operations procedures to continue essential functions.

□ Provide situation status updates to the EOC when requested.

□ Provide personnel and resources to support emergency operations as requested and available.

3.2. City Council/City Manager

□ Primary responsibility for the collection, analyzing and distribution of information to the appropriate agencies or jurisdictions affected.

□ Coordinate emergency response and recovery efforts.

□ Coordinate with local, state and federal partners as needed during large and small events.

□ Support coordination of physical resources whether publicly or privately (i.e., under a declaration of emergency) owned.

□ Ensure that resource surveys are conducted and maintained.

□ Resolve resource priority issues with the multi-agency coordination

□ Institute resource controls.

□ Provide assistance to the PIO to support message development and dissemination.

□ Aid in identification of additional human resources to support public information and external affairs needs.

□ Advise, in coordination with the PIO, on the need to activate or participate a Joint Information Center.

□ Support documentation of public information and external affairs activities.

□ Activate the EOC, if necessary, and begin staffing as required by the incident and addressed in the City Emergency Operations Plan (EOP).

□ An alternative EOC location may be necessary and will be designated by the City Manager.

□ The City EOP details who may request activation of the EOC. However, at a minimum, the City EOC shall be staffed by the City Manager, the Police Chief, the Fire Chief, the Public Works Director, and the Communications Manager (or their designees).

□ Assign a representative of the City of Molalla to the County EOC, if applicable.

□ Coordinate the flow of public information to ensure consistency and appropriateness.

3.3. Police Department

□ Release information to the public, as requested.

□ Alert personnel of developing conditions.

□ See Emergency Services Functional Annex

3.4. Community Development

□ Primary responsibility for the collection, analyzing and distribution of information to the appropriate agencies or jurisdictions affected.

□ Coordinate emergency response and recovery efforts.

□ Provide damage assessment information to the City EOC., if applicable.

3.5. SUPPORTING AGENCIES, COOPERATORS, AND PARTNERS

3.5.1. American Red Cross

□ Coordinate the distribution of relief goods and relief services.

□ Maintain records of goods distributed, donations collected and distributed, and people served.

3.5.2. Faith-Based Organizations

□ Coordinate and distribute donations to persons affected by a disaster.

□ Coordinate local volunteer efforts in conjunction with the County and American Red Cross. This may include operation of informal or formal shelter sites.

□ Provide information on donations received and distributed to the Emergency Management Department.

3.5.3. Local Media

□ Provide coverage of local and regional disasters and provide information as requested from the Emergency Management Department.

3.5.4. Salvation Army

□ Coordinate, collect and distribute relief goods and services.

□ Collect and distribute relief funds.

□ Provide volunteers, as needed.

4. CONCEPT OF OPERATIONS

All management services activities will be conducted in a manner consistent with the processes and procedures established in the Basic Plan of the EOP and will be conducted in a manner consistent with the National Incident Management System (NIMS) and Incident Command System (ICS).

4.1. PREPAREDNESS AND READINESS

All assigned partners are responsible for active participation in maintaining organizational readiness including:

- Participate in regular review and update of the Annex including acceptance of assigned responsibilities.
- Develop procedures to support execution of assigned activities.
- Maintain adequate equipment and supplies required to perform activities.
- Participate in training and exercises to build capacity.

Additionally, the assigned primary agencies will coordinate with City cooperators and partners to conduct the following actions in support of readiness activities specific to infrastructure services:

- Maintain an emergency contact list and emergency resource inventory of Management Services assets.
- Pre-identify potential Management Services staging areas.

4.2. ACTIVATION AND MOBILIZATION

The Management Services Branch is comprised of the Command and General Staff that are required for the incident, as capacity allows, except for Operations including:

• Public Information Officer

• Liaison Officer

• Planning Section Chief

• Logistics Section Chief

• Finance and Administration Section Chief

These positions will be activated when the Incident Commander or EOC Manager determine the need for resource or information management support. Upon this determination, the EOC Manager will notify the individuals who will be called upon to fill the position and who are then responsible for making appropriate notifications to ESF cooperators and partners and providing a representative to staff the EOC.

4.3. MANAGEMENT SERVICES IN THE EOC

The EOC is organized using the ICS and during an emergency that damages or disrupts the community's infrastructure systems, coordination of support for assessment, repair, and restoration of those systems will be delegated by the EOC Manager to the Operations Section Chief who may in turn activate a Management Services Branch and assign a Branch Director. In most situations, the Management Services Branch Director will be determined by the situation. In most cases the City Manager will assume the role. However, the City Manager may designate this role to the Police Chief or Fire Chief.

The Operations Section Chief or Branch Director may activate additional functional groups to support coordination of management services activities, and the EOC has adapted its ICS structure to allow for use of ESFs as mechanisms to organize activities and partners during an emergency.

Primary ESFs that are coordinated through the Management Services Branch are:
• ESF 5 – Information and Planning
• ESF 7 – Resource Support
• ESF 14 – Public Information
• ESF 15 – Volunteers and Donations
• ESF 18 – Business and Industry

The ESFs assigned to the Management Services Branch may be activated as Groups within the EOC ICS structure and assigned a Group Manager. Typically, the Group Manager will be a representative from the City department with the most logical authority or capability.

4.4. TRANSITION TO RECOVERY

The recovery phase of an emergency is the period of time following the response period when actions are taken to help citizens return to a normal, or safer, life as soon as possible after an emergency.

Recovery is both a short- and long-term process. In the short term, emphasis is placed on restoring vital services to the community and identifying and providing basic needs to the public. Long-term recovery restores the community to its normal state, or better. It is at this point that knowledge gained by the incident is converted to mitigation measures for future hazard risks.

During recovery, many of the responsibilities and activities continue, but sometimes with a change in focus. These include the following.

• Planning
- Demobilization of resources
- Documentation of emergency activities
- Situation status reports
- Coordination of resource management with the Logistics Section and Incident Commander o Mapping

- Preparation of the Final Incident Package
- Initial Damage Assessment

• Logistics
- Make arrangements for Disaster Application Center for FEMA
- Document emergency activities
- Provide temporary housing and food for displaced persons
- Coordinate resource management with the Planning and Finance Sections

• Finance
- Keep records of all costs incurred
- Document emergency activities
- Prepare documents for submission to State and Federal government
- Provide damage assessment coordination and documentation

• PIO
- Disseminate public information
- Document all emergency activities

Short Term Recovery Activities

During the recovery phase of an emergency, the City Manager or Incident Commander has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized.

Short-term recovery activities may include the following:

• Damage assessment and posting of unsafe and unusable buildings, roads, or bridges.

• Assessment of victims' needs.

• Removal of disaster debris.

• Removal of animal and human remains.

• Testing of drinking water and, if necessary, establishing new or additional drinking water supplies.

• Emergency repairs of sanitary sewer and storm drain systems.

• Repair of electricity and natural gas lines.

• Establishing security in affected areas.

Long-Term Recovery Activities

Long-term recovery activities are generally conducted by the same resources used for similar activities during non-emergency times.

These activities include the following:

• Restoration of non-vital government services.

• Demolition and reconstruction of damaged areas.

• Monitoring restoration activities.

• Establishing, if necessary, in coordination with the Federal government, a Disaster Application Center (See FA 2, Human Services).

• Identifying areas to improve and implement changes (such as building codes, emergency plans, training deficiencies, etc.) that could mitigate damage in future emergencies.

5. CAPABILITY SUSTAINMENT

5.1. ANNEX DEVELOPMENT AND MAINTENANCE

The assigned primary agencies are responsible for the development and maintenance of this annex including coordination and engagement with supporting agencies to inform updates. At a minimum, this annex should be reviewed on an annual basis.

5.2. TRAINING AND EXERCISES

The City Manager, in coordination with the local government primary agencies, are responsible for integrating management services into the City's training and exercise program and providing guidance to partners and cooperators on training requirements and standards. Each partner and cooperator is responsible for ensuring and documenting that personnel have received the appropriate training. Training and exercise activities will occur every two years or as deemed necessary due to legal or regulatory changes, or changes in organizational structure.

City of Molalla

Emergency Operations Plan

Infrastructure Services Annex

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FUNCTIONAL ANNEX ORGANIZATION

The City of Molalla Emergency Operations Plan (EOP) is comprised of a Basic Plan that is supplemented by four Functional Annexes that provide additional detail specific to the range of functions that may need to be performed during an emergency or disaster. Each Annex addresses several Emergency Support Functions (ESFs) that have been grouped to align with the partners involved, the organizational structure of the City Emergency Operations Center (EOC), and the organizations used by the Clackamas County (County), State of Oregon (State) and Federal partners.

City of Molalla Emergency Operations Plan Functional Annexes

Management Services
ESF 5 Information and Planning
ESF 7 Resource Support
ESF 14 Public Information
ESF 15 Volunteers and Donations
ESF 18 Business and Industry
Emergency Services
ESF 2 Communications
ESF 4 Firefighting
ESF 9 Search and Rescue
ESF 10 Hazardous Materials
ESF 16 Law Enforcement
Health and Human Services
ESF 6 Mass Care
ESF 8 Health and Medical
ESF 11 Food and Water
ESF 17 Agriculture and Animal Protection
Infrastructure Services
ESF 1 Transportation
ESF 3 Public Works
ESF 12 Energy

INFASTRUCTURE SERVICES

The Infrastructure Services Annex to the City of Molalla EOP is focused on the assessment of damage to, emergency repair of, return to operation, and restoration of the infrastructure that the community relies on to move people and goods, deliver essential programs and services, and access power, water, gas, and sanitation. Under the City of Molalla EOP the Infrastructure Services Group is comprised of the ESFs identified in Table INF-1.

Table INF-1. Infrastructure Services Overview

ESFs *See Purpose and Scope*	ESF 1 - Transportation ESF 3 – Public Works ESF 12 - Energy
Lifelines Supported	Multi-modal transportation to move people, material. Facilities and assets required to deliver essential government services. Energy and fuel to power the community.
Lead Local Agencies *See Section 2 – Whole Community Management Services and 3 – Roles and Responsibilities*	City of Molalla Public Works Department
Concept of Operations *See Section 4*	Operations Section – Infrastructure Services Branch

PURPOSE AND SCOPE

The Infrastructure Services Annex provides a framework for how the City of Molalla and the whole community of partners will coordinate during an emergency that disrupts, damages, or disables critical assets and systems including critical facilities, ground and air transportation, power and natural gas transmission and distribution, water production and distribution, and waste management. This annex is designed to support a coordinated and integrated approach to infrastructure systems and is organized around Emergency Support Functions (ESFs) that focus on specific infrastructure systems presented in Table INF-2.

Table INF-2. Infrastructure Services Support Functions

ESF 1 - Transportation	ESF 3 – Public Works	ESF 12 - Energy
Coordinate efforts to: • Address the coordination of and damage to transportation assessments of energy and system and critical infrastructure water/wastewater systems,	**Coordinate efforts to:** • Address the coordination of and damage to transportation assessments of energy and system and critical infrastructure water/wastewater systems,	**Coordinate efforts to:** • Assist City departments and agencies in obtaining fuel for transportation (ESF 1), communications (ESF 2), emergency operations and other critical functions.

ESF 1 - Transportation	ESF 3 – Public Works	ESF 12 - Energy
as a result of the incident. components and utilities for • Identify temporary alternative damage, operability, supply, transportation solutions that can demand and the requirements to be implemented when systems to restore such systems. or infrastructure are damaged, • Coordinate engineering and unavailable or overwhelmed. construction management • Coordinate access to support for response and transportation routes including recovery operations. snow and ice removal and • Prioritize and initiate debris management and emergency work to clear debris • Coordinate the emergency and obstructions from repair and restoration of the emergency transportation And transportation network. routes and removal of debris • Provide logistical transportation from public property. of evacuees, personnel, equipment, materials and supplies. • Partner with law enforcement (ESF 13) efforts to monitor, control and coordinate traffic.	as a result of the incident. components and utilities for • Identify temporary alternative damage, operability, supply, transportation solutions that can demand and the requirements be implemented when systems to restore such systems. or infrastructure are damaged • Coordinate engineering and unavailable or overwhelmed. construction management • Coordinate access to support for response and transportation routes including recovery operations. snow and ice removal • Prioritize and initiate debris management and emergency work to clear debris • Coordinate the emergency and obstructions from repair and restoration of the emergency transportation transportation network. routes and removal of debris • Provide logistical transportation from public property and assist evacuees, personnel, equipment, materials and supplies. • Partner with law enforcement (ESF 13) efforts to monitor, control and coordinate traffic.	• Help energy suppliers and utilities obtain equipment, specialized labor and transportation (ESF 1) to repair or restore energy systems and/or water or wastewater facilities and infrastructure. • Address the provision of temporary emergency power generation capabilities and/or water and wastewater facilities to support critical facilities and equipment until permanent restoration is accomplished. • Coordinate emergency fuel support for transportation

1. INFRASTRUCTURE SERVICES IN CITY OF MOLALLA

The following sections include brief overview of the ESFs that collectively make up infrastructure services in the City of Molalla. The descriptions are not intended to be an exhaustive list of features and concepts, but rather provide primary and supporting agencies a general overview of the ESFs.

1.1. TRANSPORTATION

Capability: Stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.

Primary City Department: Public Works Department, City Administration

EOC Coordination: : Infrastructure Services Branch- Transportation Group

Related ESF: ESF 1 – Transportation

Key transportation activities that may need to be performed during an emergency include:

• Identify obstructions and damage to transportation infrastructure, as well as general impact assessments.

• Identify obstructions and damage to transportation infrastructure, as well as general impact assessments

• Coordinate reporting on damage to and status of transportation infrastructure for all modes of transportation

• Prioritize and initiate emergency work tasking to clear debris and obstructions from, and make emergency repairs to, the transportation infrastructure

1.1.1. Management of Transportation Operations

The City of Molalla Public Works Department maintains and operates the streets, and budgets, plans, designs, and manages Capital Improvement Projects for streets and trails. The City's transportation system allows movement by land. In addition to the city, the following jurisdictions own and maintain roadways: and ODOT.

Most of the roadway infrastructure in the city is owned by the City or the State; therefore, an incident that occurs within the City, but that falls under the County or State's jurisdiction would require immediate coordination

The Clackamas County Road Maintenance Facility services the highways and is located in Oregon City.

1.1.2. Transportation Systems

The City's transportation system includes critical infrastructure including the following: ODOT Highway 211 & 213

The City of Molalla's lifeline routes—designated for emergency responses in the first 72 hours after an incident—include the following: ODOT Highway 211 & 213

1.1.3. Damage Assessment

Damage assessment is the process for determining the nature and extent of loss and damage to individuals, communities or the city as a whole from natural or manmade disasters. The goal of damage assessment is to provide an accurate assessment of the impacted area in support of the response and recovery phases of a disaster. In addition, a formal Preliminary Damage Assessment supported by the use of damage assessment forms paves the process for necessary cost recovery and potential reimbursement during federally declared disasters.

Clackamas County will provide guidance and support this process throughout the County; however, the City will manage damage assessments for their own jurisdiction. This includes the identification of lead agency, mobilization of damage assessment teams and surveillance to assess, visualize and/or to report damages. In most cases, the Police Department and Fire District will coordinate initial assessments of damage performed by visual inspections gathered at a high-level. A more thorough Preliminary Damage Assessment will be led by the Public Works Department and Building Official, supported by area infrastructure owners, and coordinated alongside Clackamas County damage assessment teams. Surveying tools such as, Interra, Collector or other GIS support such as Survey 123 may be utilized to assess, visualize or report damages in the event of an emergency within the County.

1.1.4. Debris Management

Disaster debris may include construction and demolition debris, vegetative matter, mixed waste and other materials. City of Molalla Public Works will rely upon the City and local contractors to clear public rights-of-way and to allow access to other critical areas. Private property owners will be responsible for clearing their own properties. Where the private sector is called upon to supplement City capabilities, local waste collectors, haulers and recyclers will be used to the maximum extent possible (operators may obtain assistance from other collectors throughout the region). City, County and State government agencies will have cleanup responsibility for roads within their respective jurisdictions and for pre-establishing any disposal agreements with local haulers and recyclers. City of Molalla Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners. Clackamas County's Public Works and Public Health coordinate efforts to maintain the Environmental Health program, which will address larger debris management issues for the County.

1.2. PUBLIC WORKS

Capability: Provide the resources (human, technical, equipment, facility, materials, and supplies) of member agencies to support emergency public works needs during a time of emergency.

Primary City Department: Public Works Department, City Administration

EOC Coordination: Infrastructure Services Branch- Public Works Group; Transportation Group; Debris Management

Related ESF: ESF 3 – Public Works

Key activities that may need to be performed during an emergency include:

• Determine the levels of damage to key infrastructure including roads, dams, levees, public water supplies and facilities, electrical, natural gas, sewage, hazardous materials, and hazardous waste sites.

• Process and coordinate requests for public works support from local and tribal partners Coordinate reporting on damage to and status of transportation infrastructure for all modes of transportation.

• Coordinate repair and restoration of damaged public systems (e.g., water, electrical, natural gas, sanitary sewage, storm water collection, generating, distribution systems, dams, levees, water control structures).

• Coordinate clearance of disaster debris from transportation infrastructure, and development and initiation of emergency collection, sorting, and disposal routes and sites for debris storage and reduction.

• Prioritize and initiate recovery efforts to restore, repair, and mitigate the impact of the public works and engineering needs.

• Provide technical assistance to the response team with respect to flooding, water management, structure integrity assessment, and impact assessments of infrastructure.

1.2.1. Management of Transportation Operations

The City's public works infrastructure and planning includes:

• Providing safe drinking water.

• Collecting and treating wastewater.

• Maintaining the existing water, sewer, storm water, parks, trails, streets, sanitation/recycling services and mapping.

• Budgeting, planning, designing, and managing Capital Improvement Projects for water, sewer, storm water, parks, and streets/trails. Additional critical facilities identified in the 2024 Clackamas County Multi-Jurisdictional NHMP.

1.3. ENERGY

Capability: Coordinate plans, procedures, and resources to support response to and recovery from shortages and disruptions in the supply and delivery of utilities during a major disaster or incident.

Primary City Department: Public Works Department, City Administration

EOC Coordination: Infrastructure Services Branch- Utility Group; Public Works Group

Related ESF: ESF 12 – Energy

Key activities that may need to be performed during an emergency include:

• Coordinate with utilities operating in the City and County to ensure that the integrity of the supply systems are maintained during emergency situations and that any damages that may be incurred are repaired and services restored in an efficient and expedient manner afterward.

• Monitor and coordinate the availability of electric generating capacity and reserves, the availability and supply of natural gas, and the supply of generation fuels.

• Coordinate with private sector providers of energy and transportation fuels such as propane, fuel oil, diesel fuel, and gasoline.

1.3.1. Management of Energy Operations

Energy resources are considered critical resources that could greatly affect the number of fatalities and response to any number of disasters. Hospitals, first responders and government facilities all need power, telecommunications systems, natural gas, and water and wastewater services in order to adequately respond to emergencies and provide a unified and organized response. PGE Company supplies electricity to the western and northern parts of Clackamas County and Northwest Natural Gas provides natural gas services to the City. Other utilities include telephone services, provided by Molalla Communications and Astound Broadband. Clackamas County handles electrical inspections for the entire county, and water, sewer, electric provided by utility districts.

1.3.2. Energy Systems

The City's energy services include:

• Public water and wastewater collection systems and treatment plants as well as private wells and septic systems in more rural areas (ESF 1)

• Electrical power and telecommunication lines (ESF 2) provided by PGE

• Natural gas providers including Northwest Natural Gas

1.3.3. Emergency Fuel Management

During an emergency where fuel supplies are limited, the city is responsible for coordinating the following actions to support fuel needs for emergency operations:

• Assess damage to citywide fuel infrastructure.

• Assess availability of local fuel supplies and determine allocation priorities.

• Establish and operation Fuel Point of Distribution (FPOD) sites for receiving and storing fuel following a disaster.

• Identify and implement mandatory and voluntary fuel conservation measures to reduce fuel demand.

• Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).

• Coordinate with utility restoration operations (power, gas, telecommunications).

The Oregon Fuel Action Plan maintained by Oregon Department of Energy outlines coordination and roles and responsibilities of state agencies to respond to emergency fuel needs following a disaster. Should the city deem outside resources necessary, they would coordinate with the County EOC to access outside fuel resources.

2. WHOLE COMMUNITY INFRASTRUCTURE SERVICES

The activities required to assess damage occurred from an emergency, and to restore emergency services systems that have been disrupted, require a cooperative effort that involves a whole community of partners including local, County, state, and federal agencies, alongside community and private cooperators and partners. Engagement with Whole Community Partners incorporates the City of Molalla and neighboring jurisdictions, including the Mayor, Community Development, Public Works, the city's Finance department.

3. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are intended to provide partners and all users of this Annex with a shared understanding of the tasks they may be asked to perform or support during an emergency. All assigned agencies are responsible for developing procedures to guide execution of these tasks. See the State of Oregon EOP and National Response Framework (NRF) for state and federal roles and responsibilities.

3.1. ALL INFRASTRUCTURE SERVICES PARTNERS

During an emergency, all cooperators and partners are responsible for taking the following actions:

□ Implement continuity of operations procedures to continue essential functions.

□ Provide situation status updates to the EOC when requested.

3.2. PRIMARY AGENCIES

The local government primary agencies identified in this annex are responsible for coordination of activities that fall within the scope of the functions it includes as well as other taskings assigned by the Incident Commander or EOC Manager. That does not mean they are directly responsible for providing all activities described, but rather that they serve as a facilitator to organize infrastructure services partners to execute activities required to meet established objectives for emergency operations.

3.2.1. City of Molalla Public Works

The Molalla Public Works department will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public works will also place emphasis on supporting law enforcement, fire, and search and rescue with evacuation and traffic control capabilities.

□ Keep other City departments abreast of developing conditions.

□ Alert other City departments of potential shortage(s) and corresponding ramifications.

□ Review Public Works standard operating procedures (SOPs) as they relate to the developing incident.

□ Identify additional sources of scarce resources.

□ Develop a list of industries and facilities that may be particularly vulnerable.

□ Identify segments of the population that would be "at-risk" because of the resource scarcity.

□ Assess the situation for alert stages per the City Water Conservation Plan.

□ Implement the Water Conservation Plan, as necessary.

□ Notify regulating agency(s), as appropriate.

□ Train personnel in emergency procedures.

□ Identify vulnerabilities in public works and priority inspection locations.

□ Identify emergency transportation and alternate transportation routes to support emergency operations.

□ Identify local private contractors who can provide backup resources and support and maintain reasonable stockpiles of aggregate, sand and emergency road-surface materials.

□ Identify additional sources of scarce resources.

□ Develop a list of industries and facilities that may be particularly vulnerable.

□ Identify segments of the population that would be "at-risk" because of the resource scarcity. Document incident actions and costs incurred.

□ Notify regulating agencies, as appropriate.

□ Support damage assessment of the road and bridge network, including traffic signs and signals.

□ Perform emergency repairs to critical emergency transportation routes.

□ Maintain and repair vehicles including fuel supplies to support emergency operations.

□ Coordinate with ODOT on repair and restoration of State-owned transportation assets.

□ Debris clearance from transportation infrastructure.

□ Repair and restoration of damaged public systems (e.g., water, wastewater, solid waste, electrical, natural gas, and stormwater systems).

□ Determination of extent of damage to the following systems: transportation, water, solid waste, electrical, natural gas, wastewater, and hazardous materials.

□ Prioritization and initiation of recovery efforts to restore, repair, and mitigate City-owned infrastructure.

□ Provision of technical assistance with respect to flooding, water management, structure integrity assessments, and impact assessments of infrastructure.

□ Request assistance through the County, if necessary.

□ Identification and labeling of uninhabitable and unsafe structures

□ Establishment of priorities and processes for issuing demolition and building permits

□ Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety

□ Development and designation of emergency collection, sorting, and debris routes and site for debris clearance from public and private property.

3.3. SUPPORTING AGENCIES, COOPERATORS, AND PARTNERS

3.3.1. City Attorney

□ Review legal requirements for enforcing resource rationing and curtailment.

□ Provide legal advice during plan development.

□ Assist in development of public curtailment and information programs.

□ Provide legal advice to the incident commander during plan implementation.

3.3.2. Police Department

□ Alert personnel of developing conditions.

□ Develop and implement a department fuel curtailment plan.

□ Assess the department's minimum resource needs to maintain operations.

□ Evaluate potential security and safety issues and make recommendations to the planning section chief.

□ Assist in enforcing fuel and water curtailment and rationing plan violations as authorized by ordinance.

□ Assist other responding agencies as requested.

3.3.3. Community Development & Public Works Departments

□ Coordinate assistance to support local utility, energy and fuel providers, as requested.

□ In coordination with department heads, identify critical City facilities (i.e., hospitals, shelters and government offices) and equipment for which emergency backup energy generation is imperative and determine the methods for providing temporary power in an emergency.

□ Provide damage assessment information to the City EOC., if applicable.

□ Train personnel in emergency procedures.

□ Identify vulnerabilities in public works and priority inspection locations.

□ Provide input to improve preparedness, response and recovery capabilities.

□ Work with planning commissions to see that new construction does not increase hazard or vulnerability threats.

□ Maintain adequate barriers and other road hazard identification materials and equipment.

□ Review and update all Public Works maps under its jurisdiction (GIS maintains electronic roadmaps).

□ Identify local private contractors who can provide backup resources and support and maintain reasonable stockpiles of aggregate, sand and emergency road-surface materials.

□ Support damage assessment of the road and bridge network, including traffic signs and signals.

□ Identify emergency transportation and alternate transportation routes to support emergency operations.

□ Perform debris clearance on emergency transportation routes and support ongoing debris management activities.

□ Maintain and repair vehicles including fuel supplies to support emergency operations.

□ Provide heavy equipment, signage and barriers to support transportation operations and traffic control activities.

□ Coordinate engineering services for transportation and public works operations and repair.

□ Coordinate with ODOT on repair and restoration of State-owned transportation assets.

3.3.4. Molalla School District

□ Provide assistance as requested for the emergency transport or shelter of people.

3.3.5. Ambulance Service

□ Provide assistance as requested for the emergency transport of people.

3.3.6. Local Utility Providers

□ Maintain and control energy and fuel systems within their authority.

□ Coordinate with the City Manager during an emergency and provide a liaison to the EOC if requested.

□ Perform damage assessments (ESF 5) on systems and identify problems or shortfalls in supply to the EOC.

□ In coordination with the county, regulate commodity usage in times of shortage, as appropriate and establish priorities for use.

□ Identify temporary or alternative sources of fuel and energy while damaged systems are being restored.
□ Restore damaged systems.

4. CONCEPT OF OPERATIONS

All infrastructure services activities will be conducted in a manner consistent with the processes and procedures established in the Basic Plan of the EOP and will be conducted in a manner consistent with the National Incident Management System (NIMS) and Incident Command System (ICS).

4.1. PREPAREDNESS AND READINESS

All cooperators and partners assigned to the Infrastructure Services Branch are responsible for active participation in steady state activities to prepare and maintain readiness in the event of an emergency including the following actions:

• Participate in regular review and update of this annex including acceptance of assigned responsibilities.

• Develop department and organization specific procedures to support execution of assigned activities.

• Maintain adequate equipment and supplies required to perform ESF activities.

• Participate in training and exercises to build capacity.

Additionally, the assigned primary agencies will coordinate with ESF cooperators and partners to conduct the following actions to support readiness activities specific to infrastructure services:

• Maintain an emergency contact list and emergency resource inventory of transportation and engineering assets.

• Pre-identify potential emergency transportation routes and staging areas.

4.2. ACTIVATION AND MOBILIZATION

The Infrastructure Services Branch will be activated when the Incident Commander or EOC Manager (City Manager or designee) determines the need for enhanced coordination of infrastructure services activities and will then notify the primary agency who is then responsible for coordinating with infrastructure services cooperators and partners. All agencies involved in response activities will provide a representative to staff the EOC. Assigned primary agencies may also choose to activate a Department Operations Center (DOC) to support coordination of function-specific activities.

4.3. INFRASTRUCTURE SERVICES IN THE EOC

The EOC is organized using the ICS and during an emergency that damages or disrupts the community's infrastructure systems, coordination of support for assessment, repair, and restoration of those systems will be delegated by the EOC Manager to the Operations Section Chief who may in turn activate an Infrastructure Services Branch and assign a Branch Director . All roles and responsibilities will be scaled according to incident and capacity at time of the incident. In most

situations, the Infrastructure Services Branch Director will be the Public Works Director or their designee.

4.3.1. Infrastructure Services Emergency Support Functions

The Operations Section Chief or Branch Director may activate additional functional groups to support coordination of infrastructure services activities, and the EOC has adapted its ICS structure to allow for use of ESFs as mechanisms to organize activities and partners during an emergency. Primary ESFs that are coordinated through the Infrastructure Services Branch are:

- ESF 1 – Transportation
- ESF 3 – Public Works
- ESF 12 – Energy

The ESFs assigned to the Infrastructure Services Branch may be activated as Groups within the EOC ICS structure and assigned a Group Manager. Typically, the Group Manager will be a representative from the City department with the most logical authority or capability. See the EOP Basic Plan for additional information.

4.4. TRANSITION TO RECOVERY

City of Molalla will coordinate with the County to organize and begin recovery activities of infrastructure as soon as initial response activities have progressed to stabilization. Planning for recovery activities will begin as soon as possible within the City incident action planning process.

5. CAPABILITY SUSTAINMENT

5.1. ANNEX DEVELOPMENT AND MAINTENANCE

The assigned primary agencies are responsible for the development and maintenance of this annex including coordination and engagement with supporting agencies to inform updates. At a minimum, this annex should be reviewed on an annual basis.

5.2. TRAINING AND EXERCISES

The City Manager, in coordination with the local government primary agencies, are responsible for integrating infrastructure services into the City's training and exercise program and providing guidance to partners and cooperators on training requirements and standards. Each partner and cooperator is responsible for ensuring and documenting that personnel have received the appropriate training, and training activities will occur every two years.

City of Molalla

Emergency Operations Plan

Health and Human Services

Functional Annex

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FUNCTIONAL ANNEX ORGANIZATION

The City of Molalla Emergency Operations Plan (EOP) is comprised of a Basic Plan that is supplemented by four Functional Annexes that provide additional detail specific to the range of functions that may need to be performed during an emergency or disaster. Each Annex addresses several Emergency Support Functions (ESFs) that have been grouped to align with the partners involved, the organizational structure of the City Emergency Operations Center (EOC), and the organizations used by the Clackamas County (County), State of Oregon (State) and Federal partners.

City of Molalla Emergency Operations Plan Functional Annexes

Management Services
ESF 5 Information and Planning
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ESF 14 Public Information
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ESF 18 Business and Industry
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ESF 4 Firefighting
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ESF 10 Hazardous Materials
ESF 16 Law Enforcement
Health and Human Services
ESF 6 Mass Care
ESF 8 Health and Medical
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ESF 17 Agriculture and Animal Protection
Infrastructure Services
ESF 1 Transportation
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ESF 12 Energy

HEALTH AND HUMAN SERVICES

The Health and Human Services Functional Annex to the City of Molalla Emergency Operations Plan (EOP) is focused on providing the support required to maintain the health and well-being of the community during an emergency, and to address unmet health and human services needs through the provision of emergency assistance and sheltering as required.

The following table provides an overview of the Health and Human Services Annex and the activities it is designed to support. Under the City of Molalla EOP, the Health and Human Services Branch is comprised of the ESFs identified in Table HHS-1.

Table HHS-1. Health and Human Services Overview

Key ESFs *See Purpose and Scope*	ESF 6 – Mass Care ESF 8 – Health and Medical ESF 11 – Food and Water ESF 17- Agriculture and Animal Protection
Lifelines Supported	Provide food, waste, and shelter for the community. Provide for the physical and behavioral health of the community.
Lead Primary Agencies *See Section 2 – Whole Community Management Services and 3 – Roles and Responsibilities*	City Manager Molalla Fire District Clackamas County Public Health Department Clackamas County Emergency Management Operations
Operations *See Section 4- Concept of Operations*	Operations Section – Health and Human Services Branch

PURPOSE AND SCOPE

The Health and Human Services Functional Annex provides a framework for how City of Molalla and their whole community of partners will coordinate during an emergency where the normal delivery of medical, health and social services is disrupted or situations where the health and medical needs of the community overwhelm local capability and capacity This Annex is designed to support a coordinated and integrated approach to health and human services systems and is organized around the ESFs that focus on the functions presented in

Table HHS-2. Health and Human Services Emergency Support Functions

ESF 6 **Mass Care**	**ESF 8 Health and Medical**	**ESF 11 Food and Water**	**ESF 13 Agriculture and Animal Protection**
Coordinate efforts to:	**Coordinate efforts to:**	**Coordinate efforts to:**	• Coordinate efforts to:

ESF 6 Mass Care	ESF 8 Health and Medical	ESF 11 Food and Water	ESF 13 Agriculture and Animal Protection
• Assess the impact of an emergency or disaster on the community and support efforts to address unmet human needs. • Provide shelter for individuals and households displaced by an emergency or disaster. • Provide mass feeding operations and distribute bulk supplies. • Facilitate assistance to connect displaced individuals and households with temporary and longer-term housing solutions. • Ensure that persons with access and functional needs are provided appropriate supports during an emergency or disaster. • Provide emergency first aid assistance for large numbers of people. • Gather and make available disaster welfare information on impacted individuals and households. • Connect individuals and households in the community with assistance programs.	• Assess the impact of an emergency or disaster to public health, emotional well-being and healthcare, and the support efforts to stabilize those systems. • Identify persons with medical needs and coordinate the appropriate care and required movement of those persons within impacted areas or shelters. • Monitor, investigate and control potential threats to human health through proactive and ongoing surveillance and response measures. • Distribute medical countermeasures and/or non- medical interventions. • Provide mental health supports for the community including first responders and impacted individuals and communities. • Conduct mass casualty and mass fatality operations when the number of injured or deceased that result from an emergency exceed local capabilities. • Provide public health and medical information in coordination with the Public Information Officer (PIO).	• Provide nutrition assistance and coordinate to obtain needed food and water supplies. • Provide environmental health services including food and water safety, foodborne disease surveillance and investigations, water quality testing and surveillance	• Assess the impact of an emergency or disaster on agriculture, animals and natural and cultural resources. • Assist in the care and shelter of service animals, pets and livestock. • Protect natural and cultural resources including efforts to preserve, conserve, and rehabilitate those resources.

1. HEALTH AND HUMAN SERVICES IN THE CITY OF MOLALLA

The following section provides a brief overview of health and human services in the City of Molalla. For an expanded list of Key Functions in an emergency, see Section 6.

1.1. MASS CARE

Capability: Provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.

Primary City Department: City Manager, Molalla Fire District

EOC Coordination: Health and Human Branch, Care and Shelter Group

Related ESF: ESF 6 – Mass Care

Key activities for providing mass care that may need to be performed during an emergency include:

• Establish and coordinate the provision of mass care services to impacted communities and disaster responders an effective communication system for use in a disaster.

• Coordinate the provision of temporary shelters or long-term housing.

• Provide human services and disaster assistance throughout response, including emergency first aid, medical assistance, and providing information on victims to family members.

• Ensuring individuals with access and functional needs receive modifications as needed in both the provision of care, delivery of messaging and in access to services.

1.1.1. MASS CARE, HOUSING AND HUMAN SERVICES

Emergencies or disasters can necessitate evacuation of people from residences, which may be temporarily uninhabitable, damaged or destroyed. Provision of care and programs may consist of making facilities and services available, ensuring impacted individuals are sheltered with access to healthcare, providing care to vulnerable populations and ensuring access and functional needs are addressed, and coordinating activities with government agencies and volunteer disaster assistance

organizations. Emergency short-term shelter or long-term housing needs may exist, and it is the responsibility of the government to work with the various social service agencies to meet those needs.

Mass care services include sheltering, feeding, emergency first aid, bulk distribution of emergency items, and collecting and providing information on victims to family members. Sheltering support can include both short- and long-term housing assistance.

1.1.2. BULK DISTRIBUTION OF EMERGENCY RELIEF SUPPLIES

Bulk distribution of emergency relief items such as food, water, ice, clothing, and blankets will be managed and coordinated at established sites. This will be accomplished by the American Red Cross and other service groups such as the Salvation Army and faith-based groups, in coordination with the City Manager and Emergency Management as possible.

1.1.3. HOUSING AND SHELTER

Housing services works in conjunction with mass care needs and includes efforts to reunite families, provide first aid and services to vulnerable populations and coordinate voluntary agency assistance Short-term and long-term housing needs can result if the emergency requires evacuation or relocation of affected persons, if the emergency event damages housing, and/or shelters and temporary lodging facilities are not a long-term solution. Displaced persons will be encouraged to obtain housing with family or friends or in commercial facilities before turning to the emergency response community for assistance.

The City EMO and the City Manager will assist with identifying alternative housing for displaced persons who cannot return to their homes (and need more than temporary lodging in a shelter) and with recommendations for accomplishing repair and restoration of the property. The American Red Cross supports in coordinated activities when available, and as determined by location and impact.
In a localized incident, the City and American Red Cross may be asked to provide mass care/shelter facility staff, logistical support and communications. Depending on need and availability, the Red Cross will manage citizen registration and provide basic medical services to shelter residents. As the American Red Cross is a volunteer driven organization, it may not have the capacity to respond to regional emergencies.

All predesignated shelters, regardless of whether they fall under the responsibility of the City or American Red Cross, will be assessed for safety prior to activation 1. Pets are not allowed in American Red Cross shelters due to American Red Cross regulations (this prohibition does not pertain to animals such as seeing eye dogs or dogs for the deaf).

1.1.4. HUMAN SERVICES

Human and social services include the implementation of Disaster Assistance Programs to help disaster survivors recover their non-housing losses, and can include:

• Programs or assistance with aid that replaces damaged or destroyed personal property.

• Assistance with the completion of applications to receive disaster loans, food stamps, disaster unemployment assistance, disaster legal services, veterans' assistance, etc. disaster survivors recover their non-housing losses, and can include:

- Support and services for vulnerable populations and individuals with access and functional needs, including the processing of County, state and federal benefit claims.

Family reunification: The American Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings and registration listings will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. Clackamas County Auxiliary Communications (AuxComms) provides support to the American Red Cross and Clackamas Emergency Management in gathering, disseminating, and managing disaster welfare information, including the provision of information to immediate family members who reside outside the impacted area.

1.1.5. DISASTER ASSISTANCE CENTERS

Upon a Presidential disaster declaration, Disaster Application/ Assistance Centers may be established. In addition to numerous grant and assistance programs available through the Disaster Application Center, the Individual and Family Grant Program provides grants to meet those disaster-related necessary expenses or serious needs for which assistance for other means is either unavailable or inadequate.

Logistics Section personnel may be called upon to arrange a large facility to serve as a Disaster Application Center (DAC). The Federal Emergency Management Agency (FEMA) is responsible for operating the DAC. There, individuals can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Appropriate facilities include schools, churches, and community centers. Advertising of these facilities will be coordinated by the PIO. Federal, State, local, and volunteer agencies may provide or accept applications for the following services through the DAC:

• Temporary housing for disaster victims whose homes are uninhabitable as a result of a disaster.

• Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.

• Disaster unemployment and job placement assistance for those unemployed as a result of a major disaster.

• Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.

• Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.

• Legal counseling to low-income families and individuals.

• Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.

• Other specific programs and services as appropriate to the disaster.

Logistics may also arrange office space, document reproduction services, and more for State and Federal damage assessment teams.

If Federal mobile homes are to be supplied for use as emergency shelter, the Logistics section may assist in site choice and preparation consistent with Molalla's local comprehensive land use plan.

1.2. HEALTH AND MEDICAL

Capability: The coordination and provision of procedures and resources to support health and medical care during a time of emergency and/or a developing potential health and medical situation.

Primary City Department: City Manager, Molalla Fire District

Related ESF: ESF 6 – Mass Care; ESF 8- Health and Medical

EOC Coordination: Health and Human Branch- Care and Shelter Group

Key activities for providing health and medical services that may need to be performed during an emergency include:

• Support local assessment and identification of public health and medical needs in impacted jurisdictions and implement plans to address those needs.

• Monitor and coordinate resources to support care and movement of persons with medical needs in impacted areas.

• Coordinate with ESF 6 in the provision of care and sheltering services.

• Support monitoring, investigating, and controlling potential or known threats to human health of environmental origin.

• Monitor need for and coordinate resources to support disaster behavioral health services, including support for responder safety and health needs.

1.2.1. PUBLIC HEALTH SERVICES

The City of Molalla does not have a public health agency, but coordinates with the Molalla Fire District local hospitals and healthcare centers, and Clackamas County Public Health. The inclusion of Public Health measures during all phases of activation is critical for the City of Molalla's community and crosses all sectors. An assessment of the impact of an emergency or disaster to public health and healthcare and support efforts should be ongoing and modified according to the incident changes in order to stabilize those systems. Provision of public health and medical information should happen in coordination with the Public Information Officer (PIO).

1.2.2. HEALTHCARE SERVICES

Healthcare services in the City of Molalla are provided by hospitals and private healthcare providers and are part of the Oregon Health Authority Hospital Preparedness Program Region.. This supports healthcare preparedness and response through an OHA appointed Regional Emergency Coordinator, who in turn supports a local Public Health Emergency Preparedness Coordinator, or PHEP, which is a dedicated position within the Clackamas County Public Health Department.

1.2.3. DISASTER MENTAL HEALTH

A disaster/emergency incident has the potential to challenge or disrupt systems and processes in place to meet the mental health and well-being needs of impacted communities and its workforce. While most people will bounce back after an event, there are many who continue to experience a range of emotional distress, mental health challenges or increased substance use. Direct and indirect impacts can have a ripple effect into many sectors, and can take physical, emotional, and financial tolls. This is particularly so for those who are displaced due to a disaster/emergency, those who are separated from support systems, and individuals and communities with economic impacts. Other contributing factors can include long-term or large- scale events, compounding traumatic events, underlying or chronic behavioral health needs. Awareness of and attending to these impacts throughout mass care and sheltering will help to alleviate disaster related distress and help to mitigate short- and long-term residual impacts. Clackamas County assists in the provision of disaster behavioral health services through contracts with Clackamas Behavioral Healthcare.
Key activities may include:

• Assessment of the size and scope of event.

• Identification of impact of event on emotional distress or severe mental health needs.

• Development and delivery of a Community Needs Assessment.

• Review readiness assessments conducted prior to event to identify ages of impacted community and resourcing by location, special considerations, cultural and ethnic specificities, etc.

• Educate response partners and those responsible for communications on specific strategies for universal access and inclusivity.

• Coordinate with local, state and Federal agencies for specific programming or services or funding sources for Crisis Counseling Program(s) (CCP).

• Continue to monitor and evaluate distress and/or adverse reactions to events.

1.2.4. EMERGENCY MEDICAL SERVICES

The following City of Molalla utilizes the following agencies and partners to provide Emergency Medical Services to provide support and referrals to identified facilities:

Molalla Fire District

Providence/Kaiser Hospitals and Salem Hospitals

Legacy Hospitals

Service Private clinics and care facilities

American Red Cross and other volunteer agencies

1.2.5. ACCESS AND FUNCTIONAL NEEDS

Disaster survivors with access and functional needs may require tailored assistance to meet their necessary expenses and needs (food, clothing, housing, medical, and financial). Local and State human service organizations will identify any special needs groups (e.g., elderly, handicapped, and non-English-speaking residents) and, in the event of a disaster, ensure that their needs are met. The City of Molalla will seek the assistance of the Clackamas County and human service agencies or organizations to assist in coordinating the emergency housing, sheltering, and feeding of special needs populations.

Coordinating for and identifying individuals with special needs within the impacted area is a critical element of emergency response and recovery operations for Molalla. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-

speaking), disease/medical conditions, service animals, and any other conditions or traits that could warrant special considerations under emergency circumstances. Nursing Homes and Residential Care Facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities. Examples of facilities that can either shelter and/or serve individuals with access and functional needs, including those that may include:

Local Hospitals, Private clinics and care facilities

American Red Cross and other volunteer agencies

School Districts

1.3. FOOD AND WATER

Capability: Identify food, water, and ice needs in the aftermath of a disaster or emergency; Coordinate the retrieval of these resources, and transportation to the impact area.

Primary City Department: City Manager, City Police Department

EOC Coordination: Health and Human Branch- Care and Shelter Group; Public Health and Healthcare Group

Related ESF: ESF 6 – Mass Care; ESF 11- Food and Water

Key activities for providing food and water that may need to be performed during an emergency include:

• Assessment of food and water needs for areas impacted by disaster.

• Identification of food and water resources.

• Coordinate with ESF 6 and 8 in the provision of clean and accessible food and water.

• Storage of food and water resources, and monitoring.

• Monitoring the collection and sorting of all food and water supplies and establishing procedures to ensure that they are safe for consumption.

Food and water are essential provisions throughout an incident requiring mass care, and all health and human services. Without these, risk of infectious disease, food insecurities, and water borne diseases greatly increase. Food preparation, access to clean water for cooking and hygiene are essential for shelter facilities, all points of distribution, in the EOC, and throughout all homes, hospitals, healthcare

facilities, sites that hold animals and livestock and others. Ongoing power is needed for refrigeration for food, water and medical supplies, and is supplemented through generators as needed. Food banks are utilized to help with food distribution throughout the City, and the Oregon Housing and Community Services (OHCS) is responsible for administering the Temporary Emergency Food Assistance Program (TEFAP). Along with the Regional Food Bank for the Oregon Food Bank Network (OFB). The Oregon Food Bank is charged with distribution during an emergency.

1.3.1. MANAGEMENT OF FOOD AND WATER SERVICES

The provision of food and water throughout an incident requires strategies and tactics impacted individuals and responders and should meet the following objectives:

• Describe the scalable mass feeding strategy that will guide the City of Molalla in feeding displaced or stationary populations after a natural or human caused disaster.

• Provide a coordinated mass feeding system compliant with the National Incident Management System (NIMS) and relevant City, County, State, and Federal laws.

• Local jurisdictions provide meals or nutritional resources that meet the sustainment needs of displaced populations.

• Assessment of the size and scope of the incident to determine anticipated feeding-related needs.

• Determine location of need (i.e.- rural vs. urban; high vs. low resources; access, etc.).

• Determine appropriate type(s) of necessary feeding sites.

Examples of responsibilities may include:

• Assessment of food and water needs for areas impacted by disaster.

• Identification of food and water resources and storage capacities.

• Adherence to safe consumption policies, including collection, sorting, monitoring expirations dates of all food and water supplies.

• Coordination of transportation of food and water supplies to facilities or directly to impacted locations.

Planning considerations should include:

• Service animals and household pets may be present at feeding sites.

• Feeding activities will account for individuals with access and functional needs.

• As possible, the City of Molalla will meet the dietary preferences of individuals with cultural, religious, ethnic or other requests for accommodation.

• A large number of individuals may have food sensitivities, ethnic and religious dietary restrictions, and low-sodium diets. Many vegetarian and vegan options can accommodate these needs. Feeding sites should aim for at least 10% of meals to be vegetarian.

1.4. AGRICULTURE AND ANIMAL PROTECTION

Capability: Coordinate the City's response for animal and agricultural issues and protection of the state's natural resources in case of an emergency or disaster.

Primary City Department: City Manager

EOC Coordination: Health and Human Branch- Animal and Agriculture Group

Related ESF: ESF 17 – Agriculture and Animal Protection

Key activities for providing agriculture and animal protection that may need to be performed during an emergency include:

• Coordinate with County and State for animal and plan disease response and pest surveillance. • Implement response to an outbreak of a highly contagious or economically devastating animal/zoonotic disease, an outbreak of a highly infective exotic plant disease, or an economically devastating pest infestation.

• Remove and dispose of animal carcasses.

• Release information to the public about quarantine areas, rabies alerts, and other animal related issues.

• Ensure that animal/veterinary/wildlife issues during a disaster are supported.

• Protect natural resources from natural or human-made disasters.

1.5. ANIMALS IN DISASTER

Preparing for the care of animals during a disaster is the responsibility of animal owners. The City will coordinate with local animal owners, veterinarians and animal advocacy groups and charities

sponsored by private organizations to address animal-related issues that arise during an emergency. Services can include animal disease outbreak which includes addressing both the vector and strategies to reduce transmission to other animals, caring for animals/livestock that may require specialized care and sheltering, and mitigating harm and loss of life. Specialized efforts and logistics are often required, and if local resources are insufficient to meet the needs of animals during a disaster, the City can contract services and request assistance through the county or state. To facilitate correct information and address the expected media attention, a Joint Information Center (JIC) should be established whereby all participating agencies can route press releases and media contacts through the duration of the incident.

2. WHOLE COMMUNITY HEALTH AND HUMAN SERVICES

The activities required to assess and restore health and human services systems during an emergency rely on a cooperative effort that involves a whole community of partners including local, state, and federal agencies alongside public and private cooperators and partners.

Table HHS-3.1. Health and Human Services Local Primary Agencies and Supporting Cooperators and Partners

	CITY	OTHER GOVERNMENT	COMMUNITY
ESF 6 Mass Care	• City Manager • Police Department	• Clackamas County Emergency Management • Clackamas County Department of Health Molalla Fire District	• Salvation Army • American Red Cross • Local Media/Radio • School Districts • Transportation District
ESF 8 Health and Medical	• City Manager • Police Department	• Clackamas County Emergency Management • Clackamas County Department of Health Molalla Fire District	• Salvation Army • American Red Cross • Local Media/Radio • School Districts • Transportation District
ESF 11 Food and Water	• City Manager • Police Department Public Works	• Clackamas County Emergency Management • Clackamas County Department of Health Molalla Fire District	• Salvation Army • American Red Cross • Local Media/Radio • School Districts • Transportation District
ESF 17 Agriculture and	• City Manager • Police Department	• Clackamas County Emergency Management	• Salvation Army • American Red Cross • Local Media/Radio

	CITY	OTHER GOVERNMENT	COMMUNITY
Animal Protection		• Clackamas County Department of Health Molalla Fire District	• School Districts • Transportation District

Table HHS-3.2. Health and Human Services Local Primary Agencies and Supporting Cooperators and Partners

	PRIVATE	STATE	FEDERAL
ESF 6 Mass Care	• Private Ambulance Services • Private clinics / healthcare facilities • Food Banks • Local faith-based communities • Schools • Mass Care Services provider	• Oregon Department of Human Services • Oregon Emergency Management • Oregon National Guard • Oregon Health Authority	• U.S. Department of Health and Human Services
ESF 8 Health and Medical	• Private Ambulance Services • Private clinics / healthcare facilities • Food Banks • Local faith-based communities • Schools • Mass Care Services provider	• Oregon Department of Human Services • Oregon Emergency Management • Oregon National Guard • Oregon Health Authority	• U.S. Department of Health and Human Services
ESF 11 Food and Water	• Private Ambulance Services • Private clinics / healthcare facilities • Food Banks • Local faith-based communities • Schools • Mass Care Services provider	• Oregon Department of Human Services • Oregon Emergency Management • Oregon National Guard • Oregon Health Authority	• U.S. Department of Health and Human Services
ESF 17 Agriculture and Animal Protection	• Private Ambulance Services • Private clinics / healthcare facilities • Food Banks • Local faith-based communities • Schools • Mass Care Services provider	• Oregon Department of Human Services • Oregon Emergency Management • Oregon National Guard • Oregon Health Authority	• U.S. Department of Health and Human Services

3. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are intended to provide partners and all users of this Annex with a shared understanding of the tasks they may be asked to perform or support during an emergency. All assigned agencies are responsible for developing procedures to guide execution of these tasks. See the State of Oregon EOP and National Response Framework (NRF) for state and federal roles and responsibilities.

3.1. ALL HEALTH AND HUMAN SERVICES PARTNERS

□ Implement continuity of operations procedures to continue essential functions

3.1.1. CITY MANAGER

□ Provide coordinated planning and logistical support as needed.

□ Act as the primary hub of information collection and dissemination among internal county departments.

□ Provide coordination for resources and equipment needed for public health and medical services.

□ Assist with mass care shelter locations as needed.

□ Provide situation status updates to the EOC when requested.

3.1.2. CLACKAMAS COUNTY EMERGENCY MANAGEMENT

□ Coordinate with the American Red Cross, county Emergency Management Department and other local, state and federal partners as needed.

□ Activate and deactivate mass care, housing and human services support.
□ In coordination with the American Red Cross, identify and make available shelter for persons displaced from their residences.

□ In the absence of the American Red Cross, coordinate the distribution of donated clothing and other bulk emergency relief supplies.

3.1.3. CLACKAMAS COUNTY PUBLIC HEALTH

□ Establish priorities to serve as a basis for emergency public health service operations.

□ Provide a liaison between the EOC and health service agencies, including coordination of medical and public health-related resources in support of:

- Medical laboratory services.
- Health education and outreach.
- Collection, identification, storage and dispatch of deceased victims.

□ Coordinate information, incident status and resource requests among private medical facilities, business and industry for emergency medical services, laboratory and sanitation services required in support of countywide emergency operations in cooperation with the EOC.

□ Maintain a file of all written, typed or verbal reports, decisions, policies and directions as a legal record of emergency operations. With support from the first responder community, gather information concerning injuries and fatalities resulting from disaster occurrences and share this information with the county EOC as soon as it is available.

□ Determine the need for and establish isolation or quarantine locations in accordance with ORS 431.440, 431.530, and 433.121 to 433.220.

□ Establish ongoing communication with key representatives of hospitals and emergency medical services.

□ Provide communication and education to the public on prevention of and management of communicable diseases.

□ Medical providers will submit reports of the presence of reportable contagious infections or disease clusters to county Public Health.

□ Provide information to first responders, health care providers, and the public. This information will enable them to identify serious health or medical situations.
□ Coordinate with drinking water providers to ensure the absence of contaminates in drinking water. Prepare and maintain emergency public health preventive measures and regulations to control and restrict communicable disease; develop plans needed for the operation of mass vaccination programs; develop plans to assist in the isolation and quarantine of contagious persons.

□ Coordinate the provision of disaster mental health services. Coordinate with FEMA and other agencies to assist with disaster assistance programs. Coordinate with local voluntary agencies to provide services to disaster victims.

3.1.4. POLICE

□ Clackamas County Sheriff's Office- Develop a Mass Fatality Response Plan in conjunction with local and regional partners.

□ Provide escort for emergency injury transport.

□ Provide traffic control and crowd control during large scale events that may overwhelm public health and medical staff.

3.1.4.1. CLACKAMAS COUNTY SHERIFF'S OFFICE

□ Develop a Mass Fatality Response Plan in conjunction with local and regional partners.

3.1.5. FIRE DISTRICT

□ Provide escort for emergency injury transport.

□ Provide emergency medical services.

3.2. SUPPORTING AGENCIES, COOPERATORS, PARTNERS

3.2.1. AMERICAN RED CROSS

□ Provide shelter damage assessment, feeding, distribution of emergency relief items, case management, basic first aid and behavioral health services.

□ Provide information on the status of American Red Cross managed care and shelter operations to the EOC and Public Information Officer (PIO), as necessary.
□ Process inquiries from concerned families outside the disaster area.

□ Support the operations and staffing of mass care facilities as capacity and capabilities allow.

3.2.2. EMERGENCY MEDICAL SERVICES PROVIDERS

□ Provide ground and air emergency ambulance services.

□ Neighboring assistance w/ hospitals, clinics, etc.

3.2.3. MORTUARY SERVICE PROVIDERS

□ Provide fatality support including preparing bodies for burial or cremation and transporting bodies to designated burial locations.

□ Assist during large scale fatality events by transporting and preparing bodies for burial.

4. CONCEPT OF OPERATIONS

The local government primary agencies identified in this annex are responsible for coordination of activities that fall within the scope of the functions it includes. That does not mean they are directly responsible for providing all activities described, but rather that they serve as a facilitator to organize health and human services partners to execute activities required to meet established objectives for emergency operations. All health and human services activities will be conducted in a manner consistent with the National Incident Management System (NIMS) and Incident Command System (ICS).

4.1. PREPAREDNESS AND READINESS

All assigned partners are responsible for active participation in maintaining organizational readiness including:

• Participate in regular review and update of the Functional Annex and identified ESFs, including acceptance of assigned responsibilities.

• Develop procedures to support execution of assigned activities.

• Maintain adequate equipment and supplies required to perform activities as outlined in this Annex.

• Participate in training and exercises to build capacity.

Additionally, the assigned primary agencies will coordinate with ESF cooperators and partners to conduct the following actions to support readiness activities specific to health and human services:

• Maintain an emergency contact list and emergency resource inventory of health and human services assets.

• Pre-identify potential emergency health and human services staging areas.

4.2. ACTIVATION AND MOBILIZATION

The Health and Human Services Branch will be activated when the Incident Commander or EOC Manager determines the need for enhanced coordination of health and human services activities.

Upon this determination, the EOC Manager will notify the primary agency who is then responsible for making appropriate notifications to cooperators and partners and providing a representative to staff the EOC. Assigned primary agencies may choose to activate a Department Operations Center (DOC) to support coordination of health and human services activities.

4.3. HEALTH AND HUMAN SERVICES FUNCTIONAL GROUP LEAD RESPONSIBILITIES

Responsibilities of the respective ESF representatives in the EOC include:

• Serve as primary point of contact for ESF cooperators and partners.

• In coordination with the Liaison Officer, facilitate communications and engagement with key external partners specific to health and human services including:

- Oregon Health Authority
- Oregon Department of Environmental Quality
- Area and regional hospitals and healthcare providers.
- Other local agencies and organizations and internal county departments.

• In coordination with the Planning section, gather situation status information related to health and human services needs. Considerations include:

- Location of disaster and where large numbers of people can be safely transported to.
- Information about people entering a mass care facility. Status of injured, infected, or killed individuals due to an emergency.
- Status of hospital capacity and services available.
- Location for mass body burials and number of individuals buried.
- Temporary and permanent laws put into effect due to an emergency.
- Status of injured, infected, or killed animals and livestock due to an emergency.§ Status of veterinary clinics and services available.
- Location for mass burials for animals and number of animals buried.
- Emergency permits to restore affected natural resources.

- Status of equipment available to support emergency operations.
- Status of personnel available to support emergency operations.

• Participate in EOC planning meetings and provide ESF specific inputs to the EOC Action Plan.

• In coordination with the Operations Section Chief, support development of objectives and assign them to the appropriate ESF partners.

• Monitor and provide regular updates to the Operations Section Chief on the status of ongoing health and human services activities including resource needs that should be submitted to the Logistics Section.

• Provide information specific to health and human services as requested by the EOC PIO to support message development.

• Coordinate with local and state partners to access resources under existing mutual aid agreements.

• Coordinate ESF staffing to ensure the function can be staffed across operational

4.4. HEALTH AND HUMAN SERVICES IN THE EOC

The EOC is organized using the ICS and during an emergency that damages or disrupts the community's health and human services systems, coordination of support for assessment, repair, and restoration of those systems will be delegated by the EOC Manager to the Operations Section Chief who may in turn activate the Health and Human Services Branch and assign a Branch Director. In most situations, the Health and Human Services Branch Director will be the County Public Health Director or their designee.

The Operations Section Chief or Branch Director may activate additional functional groups to support coordination of health and human services activities, and the EOC has adapted its ICS structure to allow activation of ESFs as mechanisms to organize activities and partners during an emergency.

The following ESFs are assigned to the Health and Human Services Branch and may be activated as Groups within the EOC ICS structure and assigned a Group Manager. Typically, the Group Manager will be a representative from the County department with the most logical authority or capability
• ESF 6 – Mass Care
• ESF 8 – Health and Human Services
• ESF 11 – Food and Water
• ESF 17 – Agricultural and Animal Protection

The ESF representative will assume the appropriate role within the ICS structure at the direction of the EOC Manager or Operations Section Chief.

4.5. TRANSITION TO RECOVERY

City of Molalla will coordinate with the County to organize and begin recovery activities of health and human services as soon as initial response activities have progressed to stabilization.

Planning for recovery activities will begin as soon as possible within the County incident action planning process.

• Status of personnel available to support emergency operations.

• Participate in EOC planning meetings and provide ESF specific inputs to the EOC Action Plan.

• In coordination with the Operations Section Chief, support development of objectives and assign them to the appropriate ESF partners.

• Monitor and provide regular updates to the Operations Section Chief on the status of ongoing health and human services activities including resource needs that should be submitted to the Logistics Section.

• Provide information specific to health and human services as requested by the EOC PIO to support message development.

• Coordinate with local and state partners to access resources under existing mutual aid agreements.

• Coordinate ESF staffing to ensure the function can be staffed across operational periods.

5. CAPABILITY SUSTAINMENT

5.1. ANNEX DEVELOPMENT AND MAINTENANCE

The assigned primary agencies are responsible for the development and maintenance of this Annex including coordination and engagement with supporting agencies to inform updates. At a minimum, this Annex should be reviewed on an annual basis.

5.2. TRAINING AND EXERCISES

The City Manager, in coordination with the City Police Department and local government agencies, are responsible for integrating emergency services into the City's training and exercise program and providing guidance to partners and cooperators on training requirements and standards. Each partner

and cooperator are responsible for ensuring and documenting that personnel have received the appropriate training.

City of Molalla

Emergency Operations Plan

Emergency Services Annex

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FUNCTIONAL ANNEX ORGANIZATION

The City of Molalla Emergency Operations Plan (EOP) is comprised of a Basic Plan that is supplemented by four Functional Annexes that provide additional detail specific to the range of functions that may need to be performed during an emergency or disaster. Each Annex addresses several Emergency Support Functions (ESFs) that have been grouped to align with the partners involved, the organizational structure of the City Emergency Operations Center (EOC), and the organizations used by the Clackamas County (County), State of Oregon (State) and Federal partners.

City of Molalla Emergency Operations Plan Functional Annexes

Management Services
ESF 5 Information and Planning
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ESF 14 Public Information
ESF 15 Volunteers and Donations
ESF 18 Business and Industry
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ESF 2 Communications
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ESF 17 Agriculture and Animal Protection
Infrastructure Services
ESF 1 Transportation
ESF 3 Public Works
ESF 12 Energy

EMERGENCY SERVICES

The Emergency Services Functional Annex to the City of Molalla Emergency Operations Plan (EOP) is focused on the services that are required to protect life, safety, property, and the environment during an emergency, natural hazards and human-caused threats. Aligned with the Federal Emergency Management Agency's (FEMA) Lifelines, the following table provides an overview of the Emergency Services Annex and the activities it is designed to support. Under the City of Molalla EOP, the Emergency Services Group is comprised of the ESFs identified in Table ES-1.

Table ES-1. Emergency Services Overview

Key ESFs *See Purpose and Scope*	ESF 2 – Communications
	ESF 4 – Firefighting
	ESF 9 – Search and Rescue
	ESF 10 – Hazardous Materials
	ESF 16 – Law Enforcement
Lifelines Supported	Protect life, property, and the environment through provision of law enforcement/security, fire service, search and rescue, and community safety support.
	Facilitate effective communication between responders, support effective warning to the community, and provide an entry point for emergency communications.
	Manage and effectively respond to hazardous materials in the community.
Lead City Departments *See Section 2 – Whole Community Management and Section 3 – Roles and Responsibilities*	City Council City of Molalla Police Department Molalla Fire District
Operations *See Section 4- Concept of Operations*	Operations Section – Emergency Services Branch

PURPOSE AND SCOPE

The Emergency Services Annex provides a framework for how the City of Molalla and their community of partners will coordinate during an incident that requires public safety and emergency services support to save lives, protect property and the environment, and to secure the community. Coordination with County, State and Federal government agencies is activated when an event overwhelms the local capability and capacity to respond, or in the event of a terrorist attack or malevolent act. This Annex is designed to support a coordinated and integrated approach to Emergency Services systems and is organized around ESFs that focus on specific Emergency Services systems presented in Table ES-2.

Table ES-2. Emergency Services Emergency Support Functions

ESF 2 Communications	ESF 4 Firefighting	ESF 9 Search and Rescue	ESF 10 Hazardous Materials	ESF 16 Law Enforcement
Coordinate efforts to: • Establish and maintain an effective communication system for use in a disaster. • Coordinate the provision of temporary communications capability to first responders and City departments, and partner agencies. • Maintain information technology infrastructure including provision of cybersecurity measures. • Maintain a reliable alert and warning system.	**Coordinate efforts to:** • Support local assessment and identification of public impact and needs. • Conduct fire and rescue operations for wildfires. • Coordinate emergency evacuations for large wildfires with law enforcement and transportation resources.	**Coordinate efforts to:** • Deploy resources in both urban and non-urban search and rescue during a major disaster or incident. • Coordinate with ESF 8 for emergency medical services. • Coordinate Search and Rescue (SAR)	**Coordinate efforts to:** • Establish and coordinate strategies for actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster. • Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released. • Coordinate the appropriate response to secondary or tertiary environmental protection issues. • Provide guidelines for the public notification and alerts. • Coordinate with County and State for nuclear/radiological response activities.	**Coordinate efforts to:** • Provide crowd and traffic control services related to emergency events. • Coordinate site security and access control, such as security at public shelters, EOCs, bulk distribution sites, feeding sites and point of dispensing sites. • Manage evacuation operations and/or shelter in place orders. • Coordinate additional law enforcement resources as needed (i.e. Oregon National Guard, Oregon State Police, etc.). • Provide urban and wilderness search and rescue (SAR) services as requested.

1. EMERGENCY SERVICES IN THE CITY OF MOLALLA

1.1. COMMUNICATIONS

Capability: Ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.

Primary City Department: City Police Department, City Administration

EOC Coordination: Operations Section (responder communications); Logistics Section – Communications Unit (EOC communications)

Related ESF: ESF 2 – Communications

Key communications activities that may need to be performed during an emergency include:

• Establish and maintain an effective communication system for use in a disaster.

• Coordinate the provision of temporary communications capability to first responders and City departments, and partner agencies.

• Maintain information technology infrastructure including provision of cybersecurity measures.

• Maintain a reliable alert and warning system

1.1.1. COMMUNICATIONS SYSTEMS

Adequate communications are vital for effective and efficient warning, response and recovery operations. Clear speech communications with accessibility features will be used to enhance comprehension for all audiences. When communication systems are disrupted by a particular hazard occurrence, additional communications equipment required for emergency operations will be made available via radio operators, through the City's partners, businesses, government agencies, or even its residents. Email, mobile phones and landlines will, to the extent possible, be considered the primary system for notification of key officials and critical workers when official platforms are inoperable.

• The primary communications tools used by the City during an emergency will be cellphones, satellite phones and email.

• The City Police and Molalla Fire District also maintain public safety radios with frequency assignments maintained in alignment with the Clackamas County Radio Matrix.

• The City has a Memorandum of Understanding with Clackamas County for direct access to the County's mass notification system known as ClackamasCoAlerts! The City can also distribute internal (agency) and external (citizen) alerts as set up by County Emergency Management.

• The City may also utilize its website and social media platforms to augment or reinforce emergency communications.

1.1.2. PUBLIC SAFETY ANSWERING POINT

The City of Molalla contracts with the Clackamas County 9-1-1 Center for all PSAP functions and the message distribution point for the City. Messages that affect the City's overall emergency preparedness, such as information on the movement of hazardous materials or weather alerts, will be distributed to the City Manager or Incident Commander who will then determine what further response activities should be made, but notifications will predominately go through the Clackamas 9-1-1 Center for broad distribution.

1.1.3. ALERT AND WARNING

A public warning and broadcast system known as ClackamasCoALERTS! is established for Clackamas County to provide emergency information and instructions during a pending or actual emergency incident or disaster. The City Manager can coordinate with the Clackamas County Emergency Manager to issue alerts and has the ability to distribute internal and external notifications as set up by the Clackamas County Emergency Management.

1.1.4. INTEROPERABLE COMMUNICATIONS

The City of Molalla Communications System consists of a range of public and private partners and entities, and include:

Communications	• Single dispatch • Cell and landline communications • Satellite Phones • Radio	City of Molalla
Communications Coordinated	•ClackamasCo ALERTS!	Clackamas County

Communications Dispatch	Everbridge	Clackamas County, City of Molalla PD
Alert and Notifications	Cell phones SMS ClackamasCoAlerts	Clackamas County City of Molalla
Public Information	Social Media	City of Molalla, Clackamas County

1.2. FIRE SERVICES

Capability: Provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area**.**

Primary District: Molalla Fire District

EOC Coordination: Operations Section – Molalla Fire District

Related ESF: ESF 4 - Firefighting

Key fire services activities that may need to be performed during an emergency include:

• Support local assessment and identification of public impact and needs.

• Conduct fire and rescue operations for wildfires.

• Coordinate whe needed fire hazard inspections for residential and commercial buildings, and disseminate public information about creating defensible space and implementing other fire prevention measures. Note that private buildings will be inspected only upon the request of the owner.

• Coordinate emergency evacuations for large wildfires with law enforcement and transportation resources.

• Assist in urban and wilderness search and rescue efforts.

1.2.1. MANAGEMENT OF FIRE-RELATED EMERGENCIES

The Molalla Fire District response and is supported by the Police Department and Public Works. The City ranks in the "high" category for wildfire hazard, however urban and other structural fires do occur. Generally, everyday fire response is addressed and responded to by the Molalla Fire District, while wildfire response occurs through a coordinated efforts between Clackamas County, neighboring

jurisdictions and volunteer firefighting services, and the Police Department. The Fire Chief assumes duties to direct resources for fires within the City.

In the event of multiple fire agencies responding to the incident, the Fire District Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the City EOC. Key elements of the areas fire services include:

- During a fire-related emergency, the Fire Chief assumes duties to direct resources for fires within the City. If a fire occurs within an individual jurisdiction, the local fire agency will manage response activities with support from the other departments or districts.
- In areas with Fire District, which is the case of the City of Molalla, each fire service is a branch of government, governed by its own separate statutory authority. Local firefighting organizations will remain under the supervision of their assigned leaders, with the Fire Chief acting as Fire Services Coordinator to utilize resources and activate mutual aid support.
- Generally, everyday structural fire response within the City's boundaries is managed by the Fire District.
- Wildland fires being managed as a coordinated effort between the Fire District and mutual aid partners.
- Reference to the Clackamas County Community Wildfire Protection Plan (CCWPP), which identifies activities to be taken to address critical wildfire needs.

1.2.2. INTERAGENCY COORDINATION

In the event multiple fire agencies respond to an incident, the Fire Chief will act as the Fire Services Coordinator and coordinate with the Operations Section of the Clackamas County EOC. A transfer of jurisdictional authority for the response may take place when a response area requries duties to a State or Federal Fire Agency in that are not covered by an existing fire district, particularly during a request due to a Wildfire Conflagration. There will be cooperation and organization among federal, state, and local partners for firefighting efforts. This includes, but is not limited to, the following entities:

• U.S. Bureau of Land Management (BLM)
• Oregon Department of Forestry (ODF)
• United States Forest Service (USFS)
• National Park Service (NPS)
• Oregon Office of the State Fire Marshal

1.2.3. SEARCH AND RESCUE

Capability: Deliver traditional and typical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.

Primary City Department: Police Department, Clackamas County Sheriff's Department

Related ESF: ESF 9 – Search and Rescue

EOC Coordination: Operations Section – Law Enforcement

Key search and rescue activities that may need to be performed during an emergency include:

• Deploy resources in both urban and non-urban search and rescue during a major disaster or incident.

• Coordinate with area ambulance providers for emergency medical services.

• Coordinate Search and Rescue (SAR) with Clackamas County and within the City.

1.2.4. MANAGEMENT OF SEARCH AND RESCUE OPERATIONS

The City of Molalla does not perform Search and Rescue operations but is supported by the Clackamas County Sheriff's Office in such efforts. Although there is no Tactical Team to activate, the City Police Department is the primary agency for coordination of City participation in search and rescue operations with support from the Molalla Fire District.

The Police Department will continue to provide routine law enforcement, and pre-named support groups may assist in traffic and crowd control. The Clackamas County Sheriff's Office, Search and Rescue Division provides Clackamas County Sheriff's Office with a dedicated and trained force of volunteers to conduct search and rescue missions. The team is responsible for finding lost or missing persons, assisting in evidence searches, assisting with downed aircraft and providing logistical support for large events in the county. The team is trained in canine support, man-tracking, communications, logistics, incident command, wilderness survival, air operations, land navigation and traffic control.

1.2.5. INTERAGENCY COORDINATION

The City may, via the Clackamas County Sheriff's Office, access interagency urban search and rescue resources through the Oregon USAR Task Force including resources to support operations that require:

- Collapse Rescue
- Confined Space
- Rescue Rope Rescue
- Trench Rescue

1.3. HAZARDOUS MATERIALS

Capability: Conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from a hazardous materials incident in support of responder operations and the affected communities.

Primary City Department & Agencies: City of Molalla, Molalla Fire District, Clackamas County Emergency Management

Related ESF: ESF 10 – Hazardous Materials

EOC Coordination: Operations Section – Fire Services Branch

Key hazardous materials activities that may need to be performed during an emergency include:

• Establish and coordinate strategies for actual or potential discharge or release of hazardous materials resulting from a natural, human-caused, or technological disaster.

• Address hazardous materials incidents including chemical, biological, and radiological substances, whether accidentally or intentionally released.

• Coordinate the appropriate response to secondary or tertiary environmental protection issues.

• Provide guidelines for the public notification and alerts.

• Coordinate with County and State for nuclear/radiological response activities.

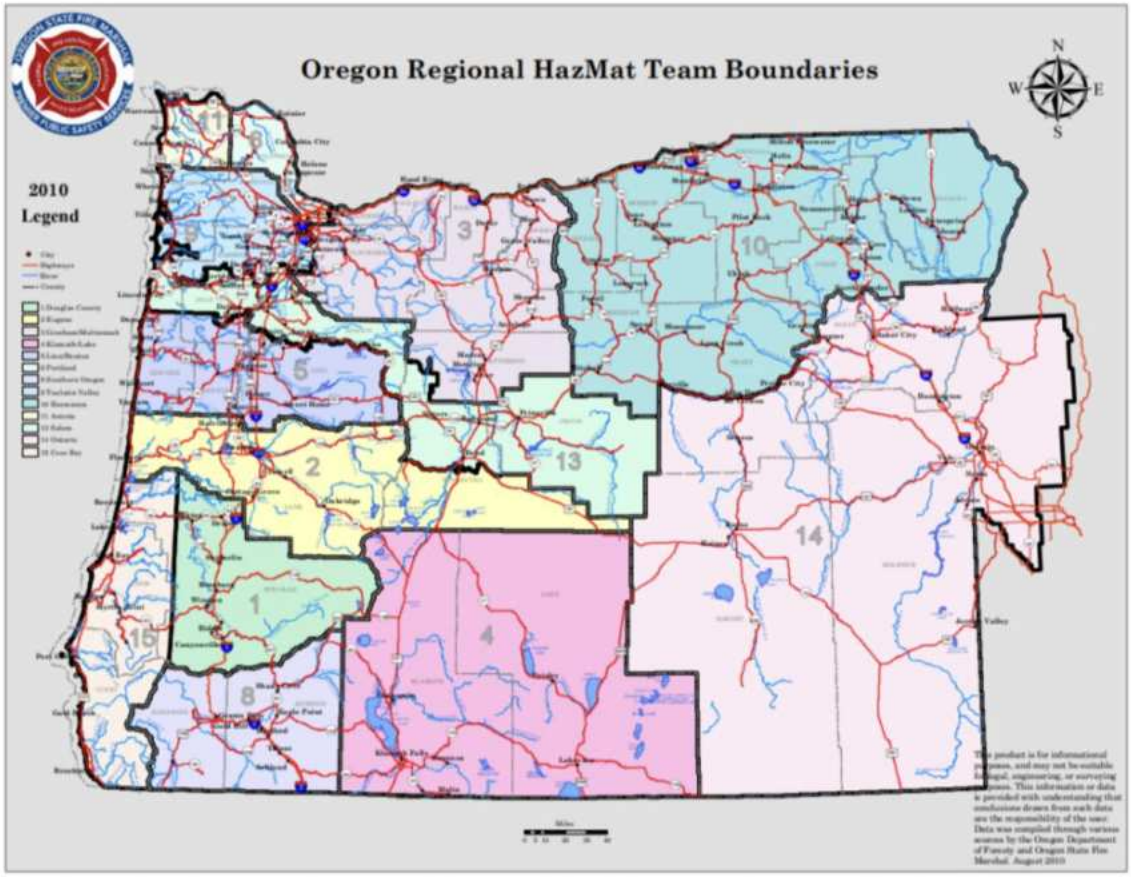
1.3.1. MANAGEMENT OF HAZARDOUS MATERIALS-RELATED EMERGENCIES

The Molalla Fire District does not capacity to respond to a hazardous materials-related emergency. If respond is required to a hazardous materials related emergency, the City will coordinate with Clackamas County Emergency Management to request support and resources required for response. The City will also coordinate with the Clackamas County Emergency Manager to support information and resource management needs. The County Hazardous Materials Response Plan will be followed, which is developed and maintained by the Local Emergency Management Planning Committee (LEPC). If necessary, gross decontamination procedures will be implemented for all impacted individuals.

1.3.2. INTERAGENCY COORDINATION

If it is determined the incident is beyond their level of training and equipment, the Incident Commander will request support through the Oregon Emergency Response System (OERS) at 1-800-452-0311. OERS will make the notification to the OSFM Duty Officer and other appropriate agencies.

See the Oregon Regional Hazardous Materials Emergency Response Teams (RHMERT) for more information at https://www.oregon.gov/osp/programs/sfm/Pages/Regional-Response-Teams.aspx



1.3.3. LOCAL EMERGENCY PLANNING COMMITTEE

The City of Molalla is a participant in the Clackamas County Local Emergency Planning, which was established to meet the requirements of the federal Emergency Planning and Community Right-to-Know Act (EPCRA), also known as the Superfund Amendment and Reauthorization Act (SARA Title III), for emergency response planning.

1.4. LAW ENFORCEMENT

Capability: Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.

Primary City Department: Police Department

Related ESF: ESF 16 – Law Enforcement

EOC Coordination: Law Enforcement Branch

Key hazardous materials activities that may need to be performed during an emergency include:

• Provide crowd and traffic control services related to emergency events.

• Coordinate site security and access control, such as security at public shelters, EOCs, bulk distribution sites, feeding sites and point of dispensing sites.

• Manage evacuation operations and/or shelter in place orders.

• Coordinate additional safety and security resources as needed (i.e., Oregon National Guard, Oregon State Police, etc.).

• Provide urban and wilderness search and rescue (SAR) services as requested.

1.4.1. MANAGEMENT OF PUBLIC SAFETY AND SECURITY-RELATED EMERGENCIES

Law enforcement services for the City are provided by the Police Department who will serve as the lead agency for public safety and security-related incidents including civil unrest and acts of terrorism. The Police Department will also serve as the primary liaison with the Clackamas County Sheriff's Office which provides law enforcement services for unincorporated areas of the County.

1.4.2. INTERAGENCY COORDINATION

Local agencies will have the primary responsibility for routine law enforcement and support groups may assist in traffic and crowd control. If local and regional capabilities are exceeded, support may be available from county, state, and federal law enforcement agencies. Key City characteristics related to public safety and security include:

• The Molalla Police Department is a full-service agency with one station that provides a multitude of police services to the City of Molalla, and all visitors. The department maintains 24-hour coverage year-round.
• The Molalla Police Department works closely with several law enforcement agencies in the area including:
• Clackamas County Sheriff's Office, Canby Police Department, Wilsonville Police Department, Oregon City Police Department, and the Oregon State Police.

2. WHOLE COMMUNITY EMERGENCY SERVICES

The activities required to provide emergency services support and restore emergency services systems that have been disrupted, require a cooperative effort that involves a whole community of partners including local, County, state, and federal agencies, alongside community and private cooperators and partners. Engagement with Whole Community Partners incorporates the City of Molalla and neighboring jurisdictions, including the Mayor, Public Works, the city's Finance Department, school districts, the city's Buildings Department, Molalla Fire District and more.

Table ES-3 presents the primary City partners and Table ES 3 identifies whole community support agencies, cooperators and partners who may be part of a coordinated response and recovery effort.

Table ES-3.1 Emergency Services Supporting Agencies, Cooperators, and Partners Agencies

	CITY	OTHER GOVERNMENT	COMMUNITY
Communicat-ions	• City Police Department • Molalla Fire District • Public Works • City Manager	• Clackamas County Emergency Axillary Communication (CComm) • ClackamasALERTS!	• American Red Cross • Salvation Army • Local Media/Radio • School Districts • Volunteer Organizations • Faith-based Communities
Fire	• Molalla Fire District • Public Works • City Police Department • City Manager	• Neighboring jurisdiction Fire Districts	• Salvation Army • Local Media/Radio • School Districts • Transportation District
Search and Rescue	• City Police Department • Molalla Fire District	• Clackamas County SAR	• Local Media/Radio • School Districts • Volunteer Organizations • Transportation District
Hazardous Materials	Public Works, Police Department	Clackamas County Emergency Mgt	

Table ES-3.2 Emergency Services Supporting Agencies, Cooperators, and Partners Agencies

	PRIVATE	STATE	FEDERAL

Communicat-ions	• Healthcare centers/clinics • Community Based Organizations • Telecom Media Provisions	• Oregon Department of Human Services • Oregon Emergency Management • Oregon National Guard • Oregon State Police	• U.S. Department of Health and Human Services (HHS) • Department of Human Services (DHS)
Fire	• Oxygen Vendors • PGE • Northwest Natural Gas	• Oregon Department of Human Services • Oregon Emergency Management • Oregon Department of Environmental Quality • OSFM • OFD • OPRD	• Federal Emergency Management Agency (FEMA) • NPS • U.S. Department of Transportation (DOT) • National Transportation Safety Board (NTSB) • DHS • Oregon Military Department
Search and Rescue	• Clackamas County Sheriff's Office • Molalla Police Department • Molalla Fire District	• Oregon Department of Human Services • Oregon Emergency Management • Hospital Preparedness Program • Oregon Health Authority • Oregon Department of Environmental Quality	• U.S. Department of Health and Human Services
Hazardous Materials	• Fuel Suppliers	• Oregon Department of Human Services • Oregon Emergency Management • Hospital Preparedness Program • Oregon Health Authority • Oregon Department of Environmental Quality	

3. ROLES AND RESPONSIBILITIES

The following roles and responsibilities are intended to provide partners and all users of this Annex with a shared understanding of the tasks they may be asked to perform or support during an emergency. All assigned agencies are responsible for developing procedures to guide execution of these tasks.

See the State of Oregon EOP and National Response Framework (NRF) for state and federal roles and responsibilities.

3.1. ALL EMERGENCY SERVICES PARTNERS

□ Implement continuity of operations procedures to continue essential functions.

□ Provide situation status updates to the EOC when requested.

3.2. PRIMARY AGENCIES

City Council and Administration

□ Activate the EOC, if necessary, and begin staffing as required by the incident and addressed in the City Emergency Operations Plan (EOP).

□ An alternative EOC may be necessary, as determined by the City Administrator.

□ Assign a representative to sit in the City EOP when activated and provide coordination with City and County entities.

□ Manage and coordinate public communications.

□ Coordination of county-wide emergency management including pre-event administrative activities related to communications.

□ Develop and maintain communications resource inventory.

□ Ensure that a communications capability exists between the 9-1-1 Communications Center, the Police Department, the City Manager and the EOC.

□ Coordinate the inclusion of business/industry and radio operators into the communications network.

□ Develop and maintain standard operating procedures to include a recall roster for essential personnel.

Fire District

□ Enforce the fire code.

□ Coordinate public education and resources for wildfire awareness and prevention.

□ Command firefighting forces and direct responding support forces as needed to the fire emergency.

□ Manage and coordinate interagency functions during a fire-related emergency.

□ Maintain communications with 911.

□ Identify and isolate hazardous materials incidents within capability of training and requesting assistance as needed.

□ Provide SAR resources and personnel as needed in coordination with the Sheriff's Office.

□ Relocate equipment, as necessary.

□ Assist in traffic.

□ Coordinate activities through the City EOC.

□ If necessary, provide for the safety of personnel and their families before they report to their duty stations.

□ Coordinate implementation of fuels reduction projects in collaboration with Oregon Department of Forestry

□ Participate in planning efforts related to fire-related emergencies including hazard mitigation planning and the Clackamas County Community Wildfire Protection Plan (CCWPP).

Police Department

□ Coordinate and supervise appropriate volunteer organizations.

□ Process and keep on file documentation of general orders.

□ Coordinate with local voluntary agencies to provide services to disaster victims.

□ Provide for the safety of personnel and their families before they report to their duty stations.

□ Support shelter/mass care operations.

□ Relocate equipment, as necessary.

□ Assist in traffic and crowd control, as necessary.

□ Provide SAR resources as needed in coordination with the local fire agencies

□ Maintain law and order.

□ Provide security for critical facilities resources and the disaster area.

□ Provide protection of property in damaged areas.

□ Assist in establishing safety zones and evacuations of residents and businesses.

□ Be primarily responsible for closing and/or rerouting traffic on City streets to assist in the movement of people and/or to keep people out of danger or from impeding emergency response activities.

□ Provide emergency radio services with Police Department staff and supporting resources.

□ Coordinate emergency radio services and dispatch of officers and other services in coordination with the City Manager.

City Attorney

□ Provide legal counsel regarding authority of duties for associated public safety and security efforts.

3.3. SUPPORTING AGENCIES, COOPERATORS, PARTNERS

School Districts

□ Provide assistance as requested for the emergency transport or shelter of people.

□ Assist with Family Reunification procedures.

Emergency Medical Services Providers

□ Provide ground and air emergency ambulance services.

4. CONCEPT OF OPERATIONS

The local government primary agencies identified in this annex are responsible for coordination of activities that fall within the scope of the functions it includes. That does not mean they are directly responsible for providing all activities described, but rather that they serve as a facilitator to organize emergency services partners to execute activities required to meet established objectives for emergency operations. All emergency services activities will be conducted in a manner consistent with the National Incident Management System (NIMS) and Incident Command System (ICS).

4.1. PREPAREDNESS AND READINESS

All assigned partners are responsible for active participation in maintaining organizational readiness including:

• Participate in regular review and update of the Functional Annex and identified ESFs, including acceptance of assigned responsibilities.

• Develop procedures to support execution of assigned activities.

• Maintain adequate equipment and supplies required to perform activities as outlined in this Annex.

• Participate in training and exercises to build capacity.

Additionally, the assigned primary agencies will coordinate with ESF cooperators and partners to conduct the following actions to support readiness activities specific to emergency:

• Maintain an emergency contact list and emergency resource inventory of emergency services assets.

• Pre-identify potential emergency services staging areas.

4.2. ACTIVATION AND MOBILIZATION

The Emergency Services Branch will be activated when the Incident Commander or EOC Manager (City Manager or designee) determine the need for enhanced coordination of emergency services activities. Upon this determination, the Molalla City Manager will notify the primary agency who is then responsible for making appropriate notifications to cooperators and partners and providing a representative to staff the EOC. Assigned primary agencies may choose to activate a Department Operations Center (DOC) to support coordination of emergency activities.

4.3. EMERGENCY SERVICES FUNCTIONAL GROUP LEAD RESPONSIBILITIES

The Emergency Services Group Manager will assume the appropriate role within the ICS structure at the direction of the EOC Manager (City Manager or designee) or Operations Responsibilities of the Emergency Services Group Manager in the EOC include:

• Serve as primary point of contact for emergency services cooperators and partners.

• In coordination with the Liaison Officer, facilitate communications and engagement with key external partners specific to emergency services including:

- Clackamas County Emergency Management
- Other local fire resources, private communications providers.

• In coordination with the Planning section, gather situation status information related to emergency service's needs. Consider:

- Status of communications systems.
- Status of equipment available to support emergency communications.
- Scale and location of fire,
- Location of residences and business within the fire path.
- Status of equipment available to support emergency operations.
- Status of personnel available to support emergency operations.

• In coordination with the Operations Section Chief, support development of objectives and assign them to the appropriate ESF partners.

• Monitor and provide regular updates to the Operations Section Chief on the status of ongoing infrastructure services activities including resource needs that should be submitted to the Logistics Section.

• Provide information specific to emergency services as requested by the EOC Public Information Officer to support message development.

• Coordinate with County Emergency Management to access resources under the Oregon Fire Service Mobilization Plan or other mechanisms for mutual assistance such as:

- Oregon State Police Cooperative Policing Agreement with the City of Molalla.
- The U.S. Bureau of Land Management agreements for aerial firefighting
- Oregon Forestry Department mutual aid agreements

• Coordinate emergency support function staffing to ensure the function can be staffed across operational periods.

4.4. EMERGENCY SERVICES IN THE EOC

The EOC is organized using the ICS and during an emergency that damages or disrupts the community's Emergency Services systems. Coordination of support for assessment, repair, and restoration of those systems will be delegated by the EOC Manager (City Manager or designee) to the Operations Section Chief who may in turn activate an Emergency Services Branch and assign a Branch Director. In most situations, the Emergency Services Branch Director will be a representative from the Police Department or their designee.

Emergency Services Emergency Support Functions The Operations Section Chief or Branch Director may activate additional functional groups to support coordination of emergency services activities, and the EOC has adapted its ICS structure to allow activation of ESFs as mechanisms to organize activities and partners during an emergency.

The following ESFs are assigned to the Emergency Services Branch and may be activated as Groups within the EOC ICS structure and assigned a Group Manager. Typically, the Group Manager will be a representative from the City department with the most logical authority or capability.
• ESF 2 – Communications

• ESF 4 – Firefighting

• ESF 9 – Search and Rescue

• ESF 10 – Hazardous Materials

• ESF 16- Law Enforcement

4.5. TRANSITION TO RECOVERY

City of Molalla will coordinate with the County to organize and begin recovery activities of emergency services as soon as initial response activities have progressed to stabilization. Planning for recovery activities will begin as soon as possible within the incident action planning process.

• Status of personnel available to support emergency operations.

• Participate in EOC planning meetings and provide ESF specific inputs to the EOC Action Plan.

• In coordination with the Operations Section Chief, support development of objectives and assign them to the appropriate ESF partners.

• Monitor and provide regular updates to the Operations Section Chief on the status of ongoing emergency services activities including resource needs that should be submitted to the Logistics Section.

• Provide information specific to emergency services as requested by the EOC PIO to support message development.

• Coordinate with local and state partners to access resources under existing mutual aid agreements.

• Coordinate ESF staffing to ensure the function can be staffed across operational periods.

5. CAPABILITY SUSTAINMENT

5.1. ANNEX DEVELOPMENT AND MAINTENANCE

The assigned primary agencies are responsible for the development and maintenance of this Annex including coordination and engagement with supporting agencies to inform updates. At a minimum, this Annex should be reviewed on an annual basis.

5.2. TRAINING AND EXERCISES

The City Manager, in coordination with the City Police Department, Molalla Fire District, and other local government agencies, are responsible for integrating emergency services into the City's training and exercise program and providing guidance to partners and cooperators on training requirements and standards. Each partner and cooperator is responsible for ensuring and documenting that personnel have received the appropriate training.

APPENDIX A: DISASTER DECLARATION MATERIALS

FORM 1. DECLARATION OF STATE OF EMERGENCY FOR THE CITY OF MOLALLA. USED BY THE CITY COUNCIL OF THE CITY OF MOLALLA TO DECLARE A STATE OF EMERGENCY FOR THE CITY TO CLACKAMAS COUNTY.

To: _____,
Clackamas County Office of Disaster Management

From: _____,
City of Molalla, Oregon

At _____ (time) on _____ (date),

a/an _____ (description of. emergency incident or event type) occurred in the City of Molalla 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 MOLALLA AND THAT THE CITY HAS EXPENDED OR WILL SHORTLY EXPEND ITS NECESSARY AND AVAILABLE RESOURCES. I 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's Office of Disaster Management, with a copy placed in the final incident package.

APPENDIX B: RELATED PLANS

B-1. SUMMARY OF RELATED PLANS

Federal Plans

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.

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, the National Preparedness Goal is achieved by:

- Preventing, avoiding or stopping a threatened or an actual act of terrorism.
- Protecting United States citizens, community members, visitors and assets against the greatest threats and hazards in a manner that allows their interests, aspirations and way of life to thrive.
- Mitigating 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 communities affected by a catastrophic incident.

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.

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.

National Response Framework

The NRF is a guide to how state and federal government should conduct all-hazards response. It is built upon a scalable, flexible and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

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.

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.

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

State of Oregon Plans

State of Oregon Emergency Management Plan

The Oregon Emergency Management Plan (EMP) is developed, revised and published by the Director of the Oregon Office of Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.052, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State ECC to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services

system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP 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 community members, 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 community members.

The Oregon EMP (or specific elements of the plan) may be activated and implemented under various situations. The following criteria would result in activation of the EMP, including the EOP:

- The Oregon Emergency Response System receives an alert from an official warning point or agency, indicating an impending or probable incident or emergency.
- The Governor declares a State of Emergency.
- A Statewide disaster is imminent or occurring.
- Terrorist activities or weapons of mass destruction incidents are occurring or imminent.
- 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.

APPENDIX C: GLOSSARY

C-1. GLOSSARY OF TERMS

After-Action Report: Drafted after an event or emergency, the After-Action Report documents the performance of tasks and makes recommendations for improvements.

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

Emergency: Any incident, human-caused or natural, that requires responsive action to protect life or property.

Emergency Coordination Center (ECC): The ECC may be activated by the State in a multi-jurisdictional emergency or disaster and would serve as a communications hub to ensure all participating response agencies are coordinated.

Emergency Operations Centers (EOC): The physical location at which the coordination of information and resources to support the response to an emergency normally takes place. An EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, county, city and tribal), or some combination thereof. Emergency Operations Plan: This EOP maintained by the City for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is provided prior to or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Evacuation: Organized, phased and supervised removal of community members from dangerous or potentially dangerous areas, and their reception and care in safe areas.

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

Exercise: Exercises are planned and coordinated activities allowing emergency management personnel to demonstrate training, exercise plans and practice prevention, protection, response and recovery tasks in a risk-free environment.

Incident: An occurrence or event, naturally or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist

attacks, terrorist threats, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of 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 both small and large, complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Jurisdiction: A range or area of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, state or federal boundary lines) or functional (e.g., law enforcement, public health). Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under state law), regional or interstate government entity or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization; 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).

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

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

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

National Response Framework: A guide to how the United States conducts all- hazards incident management. It is built upon flexible, scalable and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols and standards for planning, training and exercises, personnel qualification and certification, equipment certification and publication management.

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.

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

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.

Resources: Personnel and major items of equipment, supplies and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC. Standard Operating Procedures: A complete reference document that details the procedures for performing a single function or a number of independent functions.

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

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

Threat: An indication of possible violence, harm or danger. Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

APPENDIX D: EOC TEAM RESOURCES

D-1. ICS ORGANIZATION AND ELEMENTS

ICS Organizational Elements

The ICS organizational structure includes several elements which are described in detail below:

- **Command Staff:** The staff who report directly to the Incident Commander, including the PIO, Safety Officer, Liaison Officer and other positions as required.
- **Section:** The 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.
- **Branch:** The organizational level having functional and/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.
- **Division:** The organizational level having responsibility for operations within a defined geographic area. The Division level is organizationally between the Strike Team and the Branch.
- **Group:** An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are located between Branches (when activated) and resources (personnel, equipment, teams, supplies and facilities) in the Operations Section.
- **Unit:** The organizational element with functional responsibility for a specific incident planning, logistics or finance/administration activity.
- **Task Force:** Any combination of resources assembled to support a specific mission or operational need. A Task Force will contain resources of different kinds and types. All resource elements within a Task Force must have common communications and a designated leader.
- **Strike Team/ Resource Team:** A set number of resources of the same kind and type that have an established minimum number of personnel, common communications and a designated leader. In the law enforcement community, Strike Teams are sometimes referred to as Resource Teams.
- **Single Resource:** An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

<u>Assistants</u>

In the context of large or complex incidents, Command Staff members may need one or more assistants to help manage their workloads. Each Command Staff member is responsible for organizing his or her assistants for maximum efficiency. Further, the PIO, Safety Officer and Liaison Officer may have assistants, as necessary. The assistants may represent assisting agencies or jurisdictions, or simply assist in managing the workload associated with the position.

- **Assistant PIO** may be assigned to the field or JIC or assigned to handle internal information.
- **Assistant Safety Officers** may have specific responsibilities, such as aviation, hazardous materials etc.

- **Assistant Liaison Officers** may coordinate with specific agency representatives or groups of representatives.

The Assistant title indicates a level of technical capability, qualification and responsibility subordinate to the primary positions.

Additional Command

Additional Command Staff positions may also be necessary depending on the nature and location(s) of the incident, and/or specific requirements established by the Incident Commander. For example, a Legal Counsel may be assigned directly to the Command Staff to advise the Incident Commander on legal matters, such as emergency proclamations, legality of evacuation orders and legal rights and restrictions pertaining to media access. Similarly, a Medical Advisor may be designated and assigned directly to the Command Staff to provide advice and recommendations to the Incident Commander in the context of incidents involving medical and mental health services, mass casualty, acute care, vector control, epidemiology and/or mass prophylaxis considerations, particularly in the response to a bioterrorism event.

Technical Specialists

Certain incidents or events may require the use of Technical Specialists who have specialized knowledge and expertise. Technical Specialists may function within the Planning Section or be assigned wherever their services are required. While each incident dictates the need for Technical Specialists, some examples of the more commonly used specialists are meteorologists, environmental impact specialists, flood control specialists, water use specialists, fuels and flammable materials specialists, hazardous substance specialists, fire behavior specialists, structural engineers and training specialists.

D-2. INCIDENT ACTION PLANNING PROCESS

The incident action planning process and IAPs are central to managing incidents. The incident action planning process helps synchronize operations and ensure that they support incident objectives. Incident action planning is more than producing an IAP and completing forms—it provides a consistent rhythm and structure to incident management.

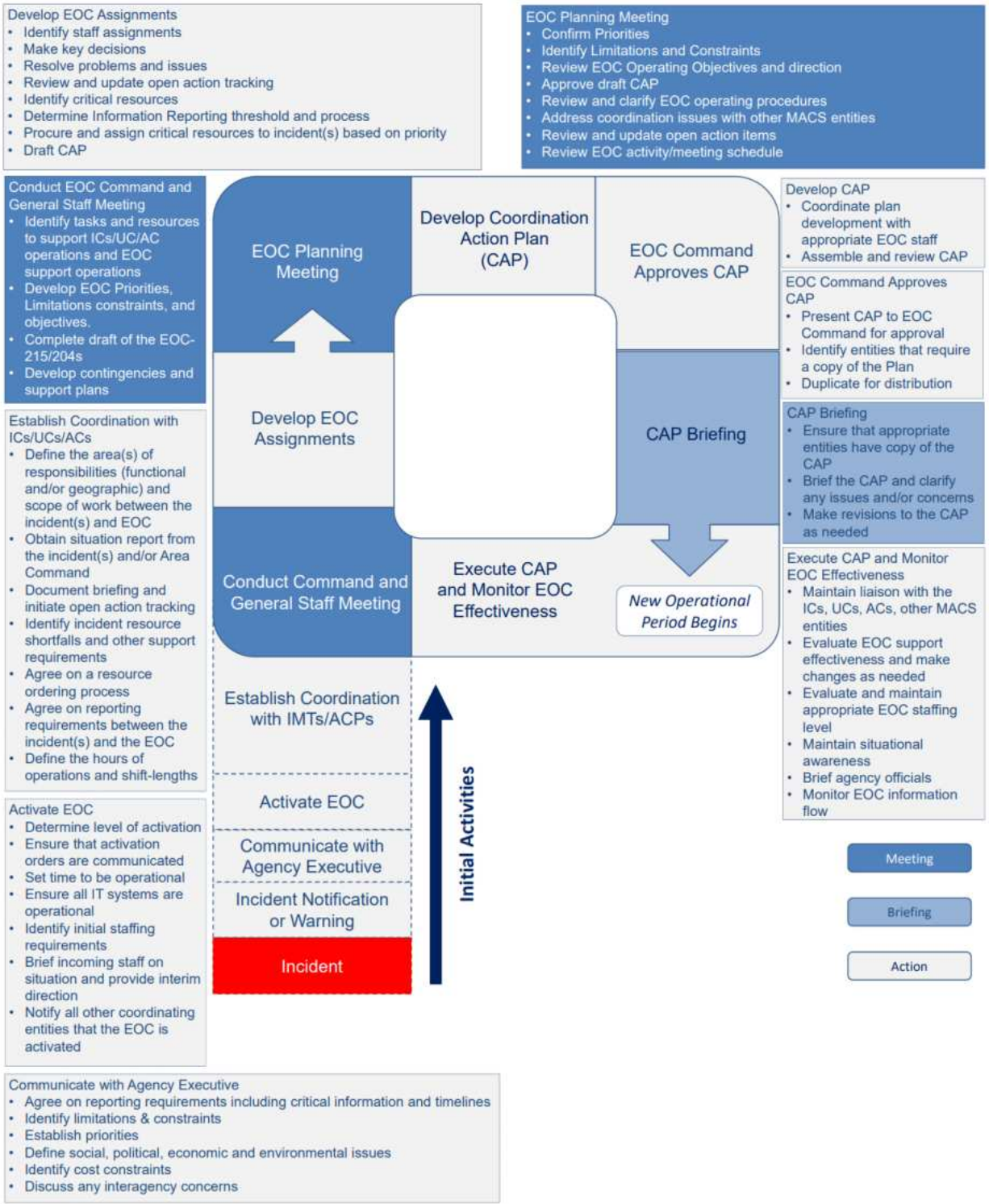
Personnel managing the incident develop an IAP for each operational period. A concise IAP template is essential to guide the initial incident management decision process and the continuing collective planning activities. The IAP is the vehicle by which leaders on an incident communicate their expectations and provide clear guidance to those managing the incident.

The IAP should provide clear direction and include a comprehensive listing of the tactics, resources and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive IAP. These steps support the accomplishment of objectives within a specified time. The development of IAPs is a cyclical process, and personnel repeat the planning steps every operational period.

During the initial stage of incident management, the Incident Commander typically develops a simple plan and communicates the plan through concise oral briefings. In the beginning of an incident, the situation can be chaotic and situational awareness hard to obtain, so the Incident Commander often develops this initial plan very quickly and with incomplete situation information.

As the incident management effort evolves, additional lead time, staff, information systems and technologies enable more detailed planning and cataloging of events and lessons learned. The steps of the planning process are essentially the same for the first responders on scene determining initial tactics and for personnel developing formal written IAPs. Once all of the steps area accomplished, incident management shifts into a cycle of planning and operations. This planning and operations cycle is informed by ongoing situational awareness and repeated each operational period.

Emergency Operations Center Operating Cycle



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D-3. ICS FORM DESCRIPTIONS

The ICS uses a series of standard forms ICS uses a series of standard forms and supporting documents that convey directions for the accomplishment of the objectives and distributing information. Listed below are the standard ICS form titles and descriptions of each form:

- **Incident Briefing ICS Form 201:** Provides the Incident Commander (and the Command and General Staffs) with basic information regarding the incident situation and the resources allocated to the incident. In addition to a briefing document, the ICS Form 201 also serves as an initial action worksheet. It serves as a permanent record of the initial response to the incident.
- **Incident Objectives ICS Form 202:** Describes the basic incident strategy, incident objectives, command emphasis/priorities and safety considerations for use during the next operational period.
- **Organization Assignment List ICS Form 203:** Provides ICS personnel with information on the units that are currently activated and the names of personnel staffing each position/unit. It is used to complete the Incident Organization Chart (ICS Form 207) which is posted on the Incident Command Post display. An actual organization will be incident or event specific. Not all positions need to be filled. Some blocks may contain more than one name. The size of the organization is dependent on the magnitude of the incident and can be expanded or contracted as necessary.
- **Assignment List ICS Form 204:** Informs Division and Group supervisors of incident assignments. Once the Command and General Staffs agree to the assignments, the assignment information is given to the appropriate Divisions and Groups.
- **Incident Radio Communications Plan ICS Form 205:** Provides information on all radio frequency or trunked radio system talk group assignments for each operational period. The plan is a summary of information obtained about available radio frequencies or talk groups and the assignments of those resources by the Communications Unit Leader for use by incident responders. Information from the Incident Radio Communications Plan on frequency or talk group assignments is normally placed on the Assignment List (ICS Form 204).
- **Communications List ICS Form 205A:** Records methods of contact for incident personnel. While the Incident Radio Communications Plan (ICS Form 205) is used to provide information on all radio frequencies down to the Division/Group level, the ICS Form 205A indicates all methods of contact for personnel assigned to the incident (radio frequencies, phone numbers, pager numbers etc.), and functions as an incident directory.
- **Medical Plan ICS Form 206:** Provides information on incident medical aid stations, transportation services, hospitals and medical emergency procedures.
- **Incident Organization Chart ICS Form 207:** Provides a visual wall chart depicting the ICS organization position assignments for the incident. The ICS Form 207 is used to indicate what ICS organizational elements are currently activated and the names of personnel staffing each element. An actual organization will be event-specific. The size of the organization is dependent on the specifics and magnitude of the incident and is scalable and flexible. Personnel responsible for managing organizational positions are listed in each box as appropriate.
- **Safety Message/Plan ICS Form 208:** Outlines safety message(s), priorities and key command emphasis/decisions/directions, safety hazards and specific precautions to be observed during this Operational Period.

- **Incident Status Summary ICS Form 209:** Summarizes incident information for staff members and external parties and provides information to the Public Information Officer for preparation of media releases. The ICS Form 209 is designed to provide a "snapshot in time" to effectively move incident decision support information where it is needed. It should contain the most accurate and up-to-date information available at the time it is prepared.
- **Resource Status Change ICS Form 210:** Used by the Incident Communications Center Manager to record status change information received on resources assigned to the incident. This information could be transmitted with a General Message (ICS Form 213). The form could also be used by Operations as a worksheet to track entry, etc.
- **Incident Check-In List ICS Form 211:** Personnel and equipment arriving at the incident can check in at various incident locations. Check-in consists of reporting specific information, which is recorded on the Check-In List (ICS Form 211). The ICS Form 211 serves several purposes, as it: (1) records arrival times at the incident of all overhead personnel and equipment, (2) records the initial location of personnel and equipment to facilitate subsequent assignments, and (3) supports demobilization by recording the home base, method of travel etc., for resources checked in.
- **General Message ICS Form 213:** Used by the incident dispatchers to record incoming messages that cannot be orally transmitted to the intended recipients. The ICS Form 213 is also used by the Incident Command Post and other incident personnel to transmit messages (e.g., resource order, incident name change, other ICS coordination issues etc.) to the Incident Communications Center for transmission via radio or telephone to the addressee. This form is used to send any message or notification to incident personnel that requires hard-copy delivery.
- **Activity Log ICS Form 214:** Records details of notable activities at any ICS level, including single resources, equipment, Task Forces etc. These logs provide basic incident activity documentation, and a reference for any After Action Report.
- **Operational Planning Worksheet ICS Form 215:** Communicates the decisions made by the Operations Section Chief during the Tactics Meeting concerning resource assignments and needs for the next operational period. The ICS Form 215 is used by the Resources Unit to complete the Assignment Lists (ICS Form 204) and by the Logistics Section Chief for ordering resources for the incident.
- **Incident Action Plan Safety Analysis ICS Form 215A:** Aids the Safety Officer in completing an operational risk assessment to prioritize hazards, safety, and health issues and to develop appropriate controls. This worksheet addresses communications challenges between planning and operations and is best utilized in the planning phase and for Operations Section briefings.
- **Support Vehicle/Equipment Inventory ICS Form 218:** Provides an inventory of all transportation and support vehicles and equipment assigned to the incident. The information is used by the Ground Support Unit to maintain a record of the types and locations of vehicles and equipment on the incident. The Resources Unit uses the information to initiate and maintain status/resource information.
- **Air Operations Summary ICS Form 220:** Provides the Air Operations Branch with the number, type, location and specific assignments of helicopters and air resources.
- **Demobilization Check-Out ICS Form 221:** Ensures that resources checking out of the incident have completed all appropriate incident business and provides the Planning Section information on resources released from the incident. Demobilization is a planned process and this form assists with that planning.

The current ICS Forms described herein are provided in the following link:
https://training.fema.gov/icsresource/icsforms.aspx

APPENDIX E: OREGON RESOURCE COORDINATION ASSISTANCE AGREEMENT

E-1. ORCAA OVERVIEW

The City can implement and manage agreements with requesting jurisdictions pursuant to the following. Under Oregon law, all jurisdictions are automatic participants in the ORCAA program; whereas jurisdictions may opt out of this membership. Thus, the City must evaluate on an annual basis whether their neighboring jurisdictions will participate in the ORCAA program.

- **Authorized City Representative** – The City may designate an authorized individual or department to enter into ORCAAs with neighboring jurisdictions. Additionally, the City may assign powers and management authority to the individual to seek assistance from neighboring jurisdictions in emergency events and to manage the response activities.
- **Evaluate Jurisdictional Partners** – On an annual basis, the City will identify which neighboring jurisdictions could be effective partners to respond to emergency events. The City will also identify the level of assistance it may need from each jurisdiction. The City will evaluate existing ORCAAs (or lack thereof) and identify potential updates and refinements.
- **Resource Request to Jurisdictions** – As necessary, the City will distribute requests to neighboring jurisdictions to identify (1) their willingness to participate in emergency response, (2) the resources they are willing to commit to assist the City with emergency response, (3) the neighboring jurisdiction's compensation/reimbursement expectation for providing assistance and (4) the coordination methods to make official requests for emergency response assistance.
- **Secure/Update Formal Agreements** – As necessary, the City will enter into (or refine as necessary) a formal agreement (ORCAA) with neighboring jurisdictions that are willing to share resources to respond to an emergency event in the City and which are outside their normal jurisdictional boundaries. The agreements will identify (i) which resources, and under what terms, the City and the neighboring jurisdiction are willing to provide and (ii) the official method to make assistance requests.

The City will periodically evaluate existing ORCAAs with neighboring jurisdictions, secure potential updates/refinements and/or establish new agreements with jurisdictions where current arrangements are not in place. The City will ensure agreements are adopted well before an emergency incident occurs in order to identify the level of commitment, available resources and under what terms a neighboring jurisdiction will provide assistance. The ORCAA Implementation Guide and request form are attached to this appendix.

D-2. ORCAA REQUEST FORM

Oregon Resource Coordination Assistance Agreement (ORCAA) Request Form (ORF)

Event Name	OERS # + ORCAA Tracking #
	Date and Time of Request ☐ Check if Verbal

Requesting Participant	**Responding Participant**
Name	Name
Title	Title
Organization	Organization
Contact Information	Contact Information

Resource Request (use one form per resource type)	**Resources Offered**
Size	Size
Amount/Quantity	Amount/Quantity
Location and person(s) to report/deliver to and contact information	Location and person(s) to report/deliver to and contact information
Type of resource(s)	Type of resource(s))
Time to report/deliver and duration of assignment	Time reporting/delivering and duration available

Assignment Details	**Offer Details**
Incident Description	Estimated cost of fulfilling request (See attached ORF Cost Worksheet)
Other mission critical information	Logistical requirements and estimated travel time
Operating environment/conditions	
Required licenses, credentials, etc	

Agreement

An authorized offer of assistance accepted by an officer or designee of the requesting participant constitutes an agreement under ORCAA. If reimbursement is expected, the requesting participant agrees to reimburse associated eligible costs as agreed. The authorized signatures below reflect the agreement.

Signature of Authorized Requesting Participant and Date:	Signature of Authorized Responding Participant and Date:

Oregon Resource Coordination Assistance Agreement (ORCAA) Request Form (ORF) Instructions

Oregon Resource Coordination Assistance Agreement (ORCAA) Request Form (ORF)

OERS # + ORCAA Tracking #
20182597-1

Event Name Name associated with incident:	Date and Time of Request ☐ Check if Verbal
Hwy 26 HazMat	20OCT18, 2145

Requesting Participant	Responding Participant
Name Nicole Mack	Name Harry Finfer
Title Emergency Management Director	Title County Administrator
Organization Name of organization/jurisdiction requesting the resource: Washington County EMC	Organization Name of organization/jurisdiction offering the resource: Polk County (via Polk County Fire Dept.)
Contact Information Desk, cell, dispatch, email, EOC or ICP: 503-555-9842 (Cell) 503-555-2318 (Dispatch) nmack@washco.em.us	Contact Information Desk, cell, dispatch, email, EOC or ICP: 503-555-9583 (Cell) 503-555-2946 (Desk) Harry.Finfer@polk.co.or.us
Resource Request (use one form per resource type)	**Resources Offered**
Size When known/applicable, include size of resource being requested: N/A	Size When known/applicable, include size of resource being offered: N/A
Amount/Quantity How many are needed: 1	Amount/Quantity How many are you able to provide: 1
Location and person(s) to report/deliver to and contact information Tanasbourne Town Center Parking Lot (Staging), Staging Area Manager (Officer Krupke, 503-555-5893)	Location and person(s) to report/deliver to and contact information Tanasbourne Town Center Parking Lot (Staging); Lt. Dhann is POC, 503-555-7824
Type of resource(s) If known, use NIMS typing. If NIMS typing is unknown, unavailable, describe the resource being requested: Type 1 Fire Engine to assist with decon Or Fire Engine with 300 gallon tank to assist with decon	Type of resource(s) If known, use NIMS typing. If NIMS typing is unknown, unavailable, describe the resource available: Type 2 Engine with 250 gallon tank.
Time to report/deliver and duration of assignment 0100 on 21OCT18, 24 hours.	Time reporting/delivering and duration available 0300 on 21OCT18, 72 hours.
Assignment Details	**Offer Details**
Incident Description Single-Site Hazmat Incident	Estimated cost of fulfilling request (See attached cost estimate) Good-faith estimate to provide requested (or available) assistance. Indicate if resource available at no charge: $0 first 24 hours, $6,000 for each additional 24 hours.
Other mission critical information Other pertinent information for the deployment. Portable radios will be provided.	Logistical requirements and estimated travel time Other pertinent information for the deployment: On-site refueling will be needed at the requesting agency's expense.
Operating environment/conditions Known hazards, lodging/meals available, required PPE, etc.: Level B Hazmat Suits, Decon Pools, fog nozzles, no hotels needed due to length of mission, meals provided.	
Required licenses, credentials, etc Hazmat Technician or higher, EMT-B or higher for all personnel	

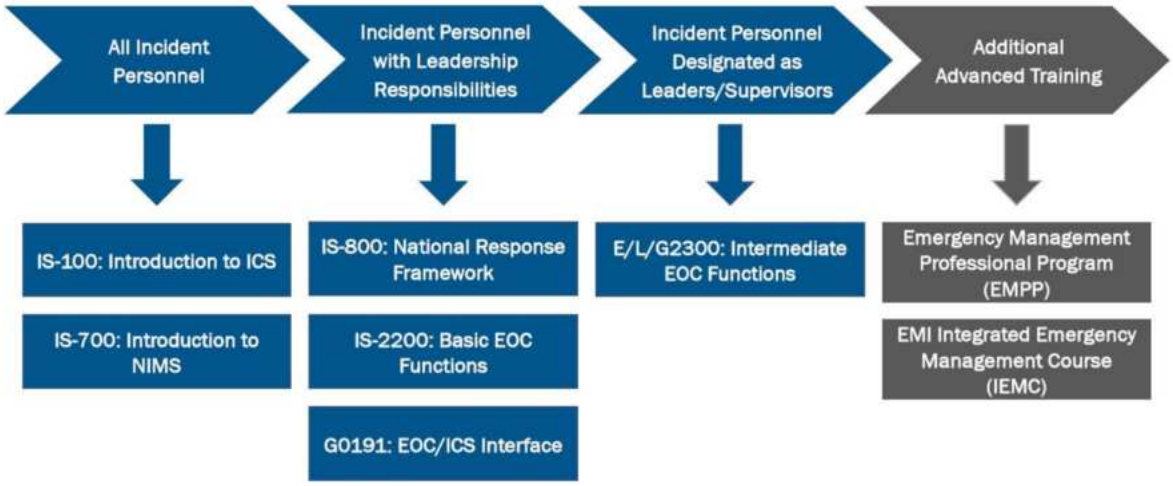
Agreement

An authorized offer of assistance accepted by an officer or designee of the requesting participant constitutes an agreement under ORCAA. If reimbursement is expected, the requesting participant agrees to reimburse associated eligible costs as agreed. The authorized signatures below reflect the agreement.

Signature of Authorized Requesting Participant and Date:	Signature of Authorized Responding Participant and Date:

APPENDIX F: OREGON RESOURCE COORDINATION ASSISTANCE AGREEMENT

F-1. MINIMUM TRAINING REQUIREMENTS



All EOC Personnel: All incident personnel working within an EOC should complete the following courses for foundational knowledge of incident response:

- IS-100: Introduction to the Incident Command System, ICS 100 – This course introduces ICS and provides the foundation for higher-level ICS training.
- IS-700: National Incident Management System, An Introduction – This course introduces NIMS concepts and principles.

EOC Personnel with Leadership Responsibilities: Supervisory personnel working within an EOC should complete the following courses for additional background in incident management systems with leadership responsibilities:

- IS-800: National Response Framework, An Introduction – This course introduces participants to the concepts and principles of the NRF.
- IS-2200: Basic EOC Functions – This course prepares incident personnel working in an EOC to understand the role and functions of an EOC during incident response and the transition to recovery.
    - FEMA recommends that personnel with leadership responsibilities in an EOC complete IS2200 instead of IS-200.
- G0191: Emergency Operations Center/Incident Command System Interface – This course provides an opportunity for emergency management and response personnel to begin developing an ICS/EOC interface for their communities.

EOC Personnel Designated as Leaders/Supervisors: EOC leaders need enhanced knowledge. This course applies higher-level concepts, methods, and tools for larger, more complex incidents:

- E/L/G2300: Intermediate EOC Functions – This course describes the role, design, and function of EOCs as components of a Multiagency Coordination System (MACS).

EOC Advanced Training: This training is above and beyond what is necessary for FEMA preparedness grant eligibility. Students participating in these advanced courses will broaden their understanding of emergency management concepts:

- FEMA's Emergency Management Professional Program (EMPP) – This program includes three academies: Basic, Advanced, and Executive.
- Emergency Management Institute (EMI) Integrated Emergency Management Course (IEMC) – This is an exercise-based training series for EOC personnel.

CITY OF MOLALLA

117 N. Molalla Avenue
PO Box 248
Molalla, OR 97038

Staff Report

Agenda Category: General Discussion

Agenda Date: March 27, 2024

From: Assistant City Manager, Mac Corthell
Approved by: City Manager, Dan Huff

SUBJECT: Construction Contract Award for Project 21-15 S Molalla Ave 12" Water Main

FISCAL IMPACT: $1,136,546.75 (fully budgeted)

RECOMMENDATION/RECOMMEND MOTION: Award Construction Contract to M.L. Houck Construction, the lowest responsive bidder.

BACKGROUND: This project is one in a series of steps toward bringing full services to the undeveloped industrial area along Molalla Forest Road. Last year, the Public Works Maintenance Crew conducted cured in place pipe restoration of the sewer mains on S Molalla Ave from 5th St to the City limits.

This project is the next step and will provide a 12" water main on S Molalla Ave from 5th St to Molalla Forest Road, and an asphalt overlay from 5th St to the City limits. The remainder of S Molalla Ave from the City limits to Molalla Forest Road is currently in County jurisdiction and has a planned culvert replacement at Bear Creek in FY 25/26.

The following bids were received through the procurement process:

M.L. Houck Construction	$1,136,546.75
North Cascade Excavating	$1,414,534.05
Emery and Sons Construction	$1,440,822.40
Trench Line Excavation	$1,402,703.15
Green Mountain Excavation	$1,319,143.40
Tapani Inc	$1,554,131.91
Landis and Landis Construction	$1,644,687.25
North Core	$1,449,070.79
ATK Construction	$2,096,797.82

After review of the bids, M.L. Houck Construction was deemed the lowest responsible bidder. A Notice of Intent to Award was issued to all bidders and no protests were received. Staff recommends City Council award the contract to M.L. Houck Construction and authorize the City Manager to execute a contract and any change orders within the approved budget.