RESOLUTION NO. 25-023
A RESOLUTION ADOPTING THE CITY OF STAYTON EMERGENCY OPERATIONS PLAN (2025 UPDATE)

WHEREAS, the City of Stayton recognizes the importance of being prepared for natural and human-caused emergencies and disasters; and

WHEREAS, the City has undertaken a comprehensive update of its Emergency Operations Plan (EOP) to reflect current best practices, organizational responsibilities, and coordination with local and regional emergency management partners; and

WHEREAS, the updated Emergency Operations Plan was developed in partnership with Marion County Emergency Management and incorporates input from City departments, emergency service providers, and other local stakeholders; and

WHEREAS, the Emergency Operations Plan establishes the framework by which the City will respond to, manage, and recover from emergencies, and supports coordination with state and federal agencies; and

WHEREAS, the City Council has reviewed the updated Plan and finds it to be in the best interest of public health, safety, and welfare.

NOW THEREFORE, THE CITY OF STAYTON RESOLVES:

SECTION 1. The updated City of Stayton Emergency Operations Plan, dated June 2025, is hereby adopted as the official emergency operations guidance for the City.

SECTION 2. The City Manager, or their designee, is authorized to implement the provisions of the Emergency Operations Plan and to make administrative updates as necessary to ensure the Plan remains current and effective.

This Resolution shall become effective upon its adoption by the Stayton City Council.

ADOPTED BY THE STAYTON CITY COUNCIL THIS 21ST DAY OF JULY 2025.

CITY OF STAYTON

Signed: 7-21, 2025 BY: _____
Brian Quigley, Mayor

Signed: 7-22, 2025 ATTEST: _____
Julia Hajduk, City Manager

City of Stayton Emergency Operations Plan

July 2025

Page Intentionally Left Blank

I. Introductory Material

Promulgation Statement

A. STAYTON EMERGENCY OPERATIONS PLAN PROMULGATION

The primary role of government is to provide for the welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety is preserved.

The Stayton Emergency Operations Plan provides a comprehensive framework for city-wide emergency management. It addresses the roles and responsibilities of government organizations and provides a link to local, State, Federal, and private organizations and resources that may be activated to address disasters and emergencies in Stayton.

The Stayton Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of Stayton government and with the authority vested in me as the Chief Executive Officer of Stayton, I hereby promulgate the Stayton Emergency Operations Plan.

_____

Julia Hajduk
City Manager, City of Stayton

Approval and Implementation

A. This plan supersedes the City of Stayton Emergency Operation Plan dated August 2011. The transfer of management authority for actions during an incident is done through the execution of a written delegation of authority from an agency to the incident commander. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The Stayton Emergency Operations Plan delegates the Mayor's authority to specific individuals if he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. Emergency Program Manager
2. Incident Commander

_____
Date

_____
Brian Quigley
Mayor, City of Stayton

_____
Vacant
City Council Member

_____
Ken Carey
City Council Member

_____
Jordan Ohrt
City Council Member

_____
David Patty
City Council Member

_____
Steve Sims
City Council Member

Record of Changes

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

Change #	Date	Part Affected	Date Posted	Who Posted
Plan Update	2011	Comprehensive plan revision through Oregon Emergency Management Emergency Operations Plan Planning Project		
Plan update	2025	Major changes to the plan were made throughout the document	August 2025	Stayton Emergency Planning Team

Record of Distribution

Copies of this plan have been provided to the following jurisdictions, agencies, and people. Updates will be provided when available. Recipients will be responsible for updating their respective Emergency Operations Plans when they receive changes. The City of Stayton Emergency Management Director will direct the responsible city agencies to distribute plan updates; however, the Emergency Management Director is ultimately responsible for dissemination of all plan updates

Plan #	Office/Department	Representative	Signature
1	American Red Cross		
2	City Mayor		
3	City Council		
4	City Manager		
5	City Department Heads: • Public Works Director • Public Works Operations Manager • Police Chief • Assistant City Manager • Finance Director		
6	City ICS Position Designees		
7	Primary Emergency Operations Center		
8	Stayton Fire District Chief		
9	METCOM		
10	Santiam Hospital		
Electronic	Marion County Emergency Management		
Electronic	Oregon Department of Emergency Management		

Table of Contents

II. Purpose, Scope, Situation Overview, and Assumptions

A. **Purpose**

The Stayton EOP provides a framework for coordinated response and recovery activities during an emergency. This plan is primarily applicable to extraordinary situations and is not intended for use in response to typical day-to-day emergency situations. This EOP complements the Marion County EOP, the State of Oregon Comprehensive Emergency Management Plan (CEMP), and the National Response Framework (NRF). It also identifies critical tasks needed to support a wide range of response activities.

B. **Scope**

The city EOP is intended to be invoked whenever the city must respond to an unforeseen incident or planned event, the size or complexity of which exceeds those normally handled by routine operations. Such occurrences may include natural or human-caused disasters and may impact the city itself, neighboring cities, unincorporated areas of the county, or a combination thereof.

This plan is intended to guide the city's emergency operations only-to compliment and support implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the city, but it is not intended to supplant or take precedence over them. The primary users of this plan are the city staff, emergency planning groups, leaders of local emergency support volunteer organizations, and others who may participate in emergency response efforts. The public is welcome to review non-sensitive parts of this plan to better understand the processes by which the city manages risks and disasters.

C. **Situation Overview**

The city of Stayton is exposed to many hazards, all of which have the potential to affect the community. Possible natural hazards include droughts, floods, wildfires, and winter storms among others. Other threats such as an active shooter, armed assault, and industrial accident (list not all inclusive) could also adversely impact the community. This section of the EOP describes the community demographics, hazards and threats, hazard analysis and planning assumptions.

Additionally, the hazards have been analyzed by their impact on Community Lifelines. According to FEMA, a lifeline enables continuous operation of critical government and business functions and is essential to human health and safety or economic security. Lifelines are considered the most fundamental services in a community that, when stabilized, enable all other aspects of society to function. When disrupted, decisive intervention (e.g., rapid service re-establishment or employment of contingency response solutions) is required to stabilize an incident. There are eight Community Lifelines comprised of numerous components and subcomponents (see figure 1-1):

1. Safety and Security
2. Food, Hydration, Shelter
3. Health and Medical
4. Energy
5. Communications
6. Transportation

7. Hazardous Materials
8. Water Systems

Not every incident will impact all lifelines or their components. Lifelines and components are fixed, but subcomponents may be adjusted as necessary. Component level assessment is required to determine the status of each lifeline.

Figure 1-1 Community Lifelines and Components

D. Characteristics

Stayton, Oregon, is a small city located in Marion County, approximately 15 miles southeast of Salem. With a population of around 8,200 residents, Stayton serves as a regional hub for surrounding rural communities. The city is situated along the North Santiam River, which presents potential flooding risks during heavy rainfall or rapid snowmelt. Stayton's moderate climate experiences warm, dry summers and cool, wet winters, with occasional extreme weather events such as ice storms, windstorms, and wildfires. These weather conditions, along with the city's proximity to the Cascade foothills, require a well-prepared emergency response strategy to mitigate risks to residents, infrastructure, and essential services. Stayton's transportation infrastructure includes Oregon State Highway 22, a major east-west route that connects the city to Salem and the Santiam Canyon region. This highway is critical for emergency response, commerce, and daily travel but is susceptible to closures due to ice, snow, and fallen trees during severe weather. While Stayton does not have an active passenger rail service, the Willamette Valley Railway operates a freight line that passes 1.3

miles south of the city, supporting local industries and supply chains. Disruptions to this rail line due to extreme weather or infrastructure damage could impact the transportation of essential goods, making alternative supply routes a necessary consideration in emergency planning.

Public safety in Stayton is managed by the Stayton Police Department, Stayton Fire District, and Marion County emergency services. The city relies on coordinated efforts between local agencies, utility companies, and regional partners to ensure preparedness and effective disaster response. Given Stayton's vulnerability to ice storms, flooding, and other natural disasters, proactive planning and public education efforts remain crucial in maintaining safety, keeping transportation routes clear, and minimizing disruptions

Stayton has a significant industrial area on the western end of the city. The largest industrial employer is the manufacturing sector, which employs approximately 636 people. Notable manufacturing companies in Stayton include Ninth Inning Corp., 4M's Precision Machining LLC, River City Machine, Inc., G & J Cabinetry LLC, and Northwest Target, Inc. Additionally, the former NORPAC site is being redeveloped into the Santiam Industrial Center, aiming to attract businesses in warehousing, distribution, and light manufacturing, potentially boosting local industrial employment.

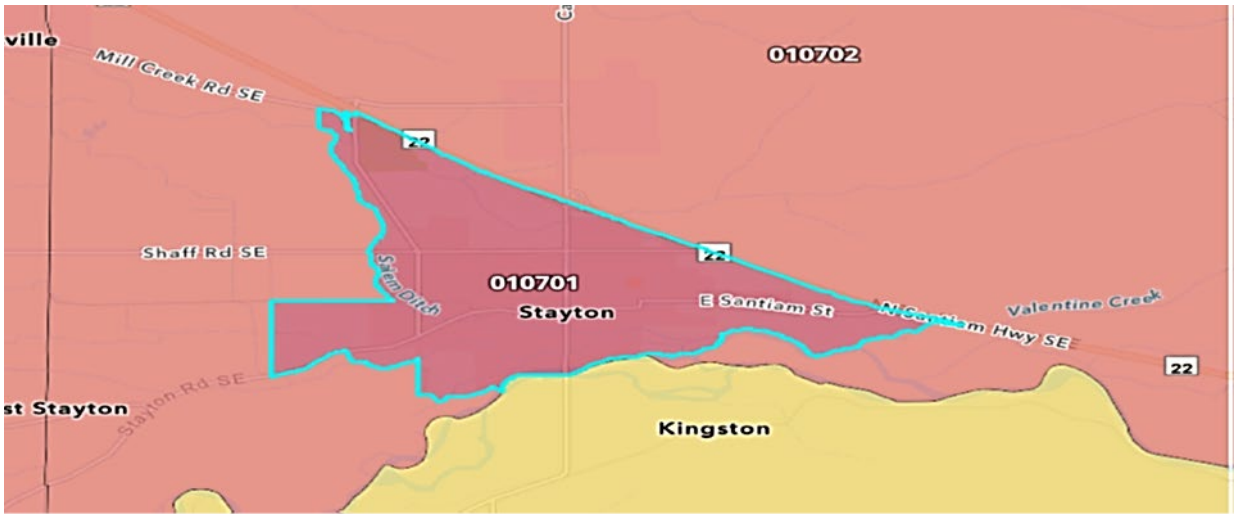

Figure 1-2 Census Tract 010701

CRCI Indicator Name	
Percent without a HS Diploma	11.72%
Percent Age 65 and Older	17.49%
Percent with a Disability	14.73%
Percent of Households without a Vehicle	7.82%
Percent of Households with Limited English	.38%
Percent Single-Parent Households	12.25%
Percent of Households without a Smartphone	12.97%
Percent Mobile Homes Relative to Housing	2.18%
Percent Owner-Occupied Housing	60.08%
Number of Hospitals per 10,000 People	0.09
Number of Medical Practitioners per 1,000 People	0
Percent without Health Insurance	2.36%
Percent Below Poverty Level	8.98%
Median Household Income	$72,778
Percent Unemployed Labor Force	5.32%
Percent Unemployed Women in the Labor Force	6.11%
Percent Workforce Employed in Predominant Sector	18.17%
Income Inequality (Gini Index)	0.49
Social/Civic Organizations per 10,000 People	0.67
Percent without Religious Affiliation	54.11%
Percent Inactive Voters	8.77%
Population Change	0.21

Figure 1-3 CRCI Indicator

To provide additional context about the community, planners analyzed the National Economic Resilience Data Explorer (NERDE)[1] tool to identify key housing and infrastructure indicators for the city of Stayton and surrounding areas and revealed the following (based on U.S. Census Bureau American Community Survey 5-year estimates 2018-2022):

1. Median Gross Rent is $1,058 per month.
2. Median Monthly Owner Cost is $1,759.
3. Median Property Value is estimated at $373,300.
4. Median Annual Property Taxes are $1,812.
5. Average Per-Capita Annual Income is $36,114.

Planners also analyzed FEMA's Resilience Analysis and Planning Tool (RAPT)[2] to identify Community Resilience Challenge Index (CRCI) indicators. This CRCI data provides a relative composite value measured as an average of counts of standard deviations from the national mean for each of the 22 indicators. The city of Stayton is situated in census tract 010701 within Marion County. Figure 1-2 displays census tract 010701 and table 1-3

[1] https://nerde.anl.gov/
[2] https://fema.maps.arcgis.com/apps/webappviewer/index.html?id=90c0c996a5e242a79345cdbc5f758fc6

displays the CRCI values for this census block. Planners can analyze this data to identify underserved populations and potential challenges to the community's ability to quickly recover from a disaster (resilience) utilizing a whole community approach.

E. **Hazard Profile**

FEMA divides hazards and threats into three categories to include: natural, technological, and human-caused. Hazards and threats can produce a variety of community impacts. FEMA has developed Community Lifelines to increase disaster operations effectiveness. Community Lifelines represent the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. Each Community Lifeline consists of components and subcomponents that help define the services that comprise the lifeline. The following list displays the eight FEMA Community Lifelines and associated components for each element:

1. Communications (Components: Infrastructure, Alerts, Warning and Messages, 9-1-1 and Dispatch, Responder Communications, and Finance)
2. Energy (Components: Power Grid and Fuel)
3. Food, Hydration, Shelter (Components: Food, Hydration, Shelter, Agriculture)
4. Hazardous Materials (Components: Facilities, HAZMAT, Pollutants, Contaminants)
5. Health and Medical (Components: Medical Care, Patient Movement, Public Health, Facility Management, Medical Supply Chain)
6. Safety and Security (Components: Law Enforcement/Security, Fire Services, Search and Rescue, Government Services, Community Safety)
7. Transportation (Components: Highway/Roadway, Mass Transit, Railway, Aviation, Maritime)
8. Water Systems (Components: Potable Water Infrastructure, Wastewater Management)

The planning team applied the Community Lifelines construct when assessing and estimating impacts from future incidents. To account for changing climate, analysts and the planning team examined the Climate Risk and Resilience (ClimRR) portal and Climate Explorer tools to estimate future impacts for some natural hazard incidents and project what impacts may look like by the year 2050. Analysts assessed the Representative Concentration Pathway (RCP) 4.5 data to project future impacts to the City of Stayton. The National Risk Index (NRI) was utilized to determine the risk or impact to Community Lifelines.

Analysts assessed the Representative Concentration Pathway (RCP) 4.5 data, which is described by the Intergovernmental Panel on Climate Change as an intermediate scenario. Emissions in RCP 4.5 peak around the year 2050, then decline. This modeling allows planners to project future impacts to the city of Stayton.

F. **Natural Hazards**

The city of Stayton is exposed to a wide range of natural hazards, all of which have the potential to disrupt Community Lifelines, generate injuries and/or fatalities, and damage

property and the environment. Based on a review of FEMA's National Risk Index (NRI[3]) online tool, natural hazards that could impact the city of Stayton include:

1. Droughts
2. Earthquakes
3. Floods
4. Hailstorms
5. Heat and cold waves
6. Ice storms
7. Landslides
8. Strong wind incidents
9. Tornados
10. Volcanoes
11. Wildfires
12. Winter weather

The subsequent sections below describe each of the natural hazards and projected impacts to the city of Stayton based on Figure 1-4 and the National Risk Index for Census Tract 010701.

[3] https://www.fema.gov/flood-maps/products-tools/national-risk-index

Hazard type Risk Index scores are calculated using data for only a single hazard type, and reflect a community's Expected Annual Loss value, community risk factors, and the adjustment factor used to calculate the risk value.

Hazard Type	Risk Index Rating	Risk Index Score	National Percentile
Avalanche	Not Applicable	--	
Coastal Flooding	Not Applicable	--	
Cold Wave	No Rating	0	0 100
Drought	Very Low	78.9	0 100
Earthquake	Very High	99.4	0 100
Hail	Relatively Low	56.3	0 100
Heat Wave	Relatively Low	42.2	0 100
Hurricane	Not Applicable	--	
Ice Storm	Relatively Low	51.1	0 100
Landslide	Relatively Low	68.1	0 100
Lightning	Relatively Low	23.5	0 100
Riverine Flooding	Relatively Low	58.5	0 100
Strong Wind	Very Low	20.5	0 100
Tornado	Very Low	19.9	0 100
Tsunami	Not Applicable	--	
Volcanic Activity	No Rating	0	0 100
Wildfire	Relatively Low	55.7	0 100
Winter Weather	Relatively Moderate	83.5	0 100

Figure 1-4 National Risk index

G. Drought

A drought is a long period of abnormally low precipitation that persists long enough to produce a serious hydrologic imbalance. Based on an analysis of FEMA NRI data collected from 2000 to 2021, the region averages nearly 10 drought incidents per year; however, the expected annual losses from a drought incident are very low when compared to other natural hazards. An analysis of the ClimRR portal and Climate Explorer climate modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. The days without precipitation are expected to decrease by 1.67 days.
   b. Annual precipitation total is expected to increase around 3.4 inches.
   c. The maximum average annual temperature is projected to increase by 2.5°F.
2. Climate Explorer Data Analysis
   a. The number of dry days annually is projected to increase by 2050 to about 5 days when compared to today.

b. Annual precipitation total is expected to increase by about 2 inches.
c. The maximum average annual temperature is projected to increase by about 1.4°

3. Drought Impact Analysis: Based on the projections listed above, the likelihood of a drought occurring, and the adverse impacts are expected to worsen by the year 2050 when compared to 2024 due to increases in average maximum temperatures and extended periods of days without precipitation. Drought increases the risk of other incidents such as wildfire and makes forests more susceptible to insects like the bark beetle. Planners anticipate impacts to the following Community Lifelines during a severe drought:
   a. Food, Hydration, Shelter: A drought may result in higher food prices due to limited supply of produce, higher cost of meat products due to agriculture losses, and implementation of possible water restrictions as available drinking water sources become depleted.
   b. Water Systems: A prolonged drought can deplete drinking water sources and in severe cases, cause wells to run dry.

H. Earthquakes

Social and geological records show that Oregon has a history of seismic incidents. According to FEMA's NRI tool data, the region around the city of Stayton has a 0.247% chance of annual occurrence. Planners expect impact severity from a future earthquake to increase due to increasing population growth and development of infrastructure to support the state's population increase. Based on a review of the United States Geological Service (USGS)[4] Earthquake Hazard Map areas in western Oregon, the Oregon coastline has the highest risk of an earthquake occurrence. Based on model outputs, areas in west central Oregon have a lower risk. Recent research suggests that the Cascadia Subduction Zone can produce earthquakes with a magnitude of 9.0. The Mt. Angel Fault, which traverses Marion County, increases the potential of future earthquakes in this region. The fault runs past Woodburn, Mt. Angel, and Silverton, before terminating at the Waldo Hills on the Willamette Valley's eastern edge. The most recent, significant earthquake incident affecting Marion County occurred on February 28, 2001 (Nisqually earthquake). Researchers estimated the epicenter of this 6.8-magnitude earthquake to be near Anderson Island in Pierce County, Washington. The earthquake impacted western Washington and western Oregon. Residents in Marion County felt the tremor. Oregon did not experience any severe impacts; however, analysts estimated $1 to $2 billion in economic losses for the affected region. Figure 1-5 displays a map showing peak ground accelerations having a 2 percent probability of being exceeded in 50 years.

[4] https://www.usgs.gov/media/images/earthquake-hazard-map-showing-peak-ground-accelerations-having-2-percent-proba

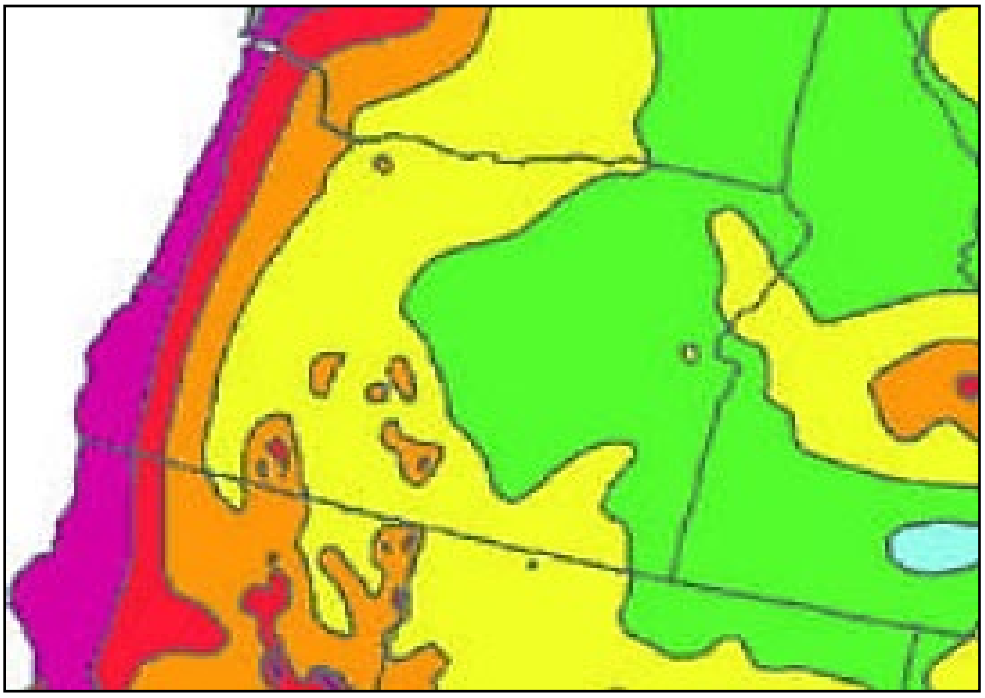

Figure 1-5 USGS Earthquake Hazard Map for Oregon

Earthquake Impact Analysis: Projected losses in the Cascadia region alone could exceed $12 billion, with 30,000 destroyed buildings and 8,000 lives lost in the incident of a magnitude 8.5 Cascadia Subduction Zone earthquake. In the city of Stayton, planners expect damage to many structures and a likelihood of injuries and fatalities depending on when the earthquake occurs. An earthquake occurring during the overnight hours in the summer during the tourist season peak presents a worst-case scenario. A major earthquake is expected to disrupt each of the eight FEMA Community Lifelines as described below:

1. Communications: Earthquake induced damages to communications infrastructure may limit community communication channels to include electronic financial transactions.

a. Energy: An earthquake may limit the delivery of fuel into the city from suppliers and destroy pipelines greatly reducing fuel supplies to the region. Power lines and power generation facilities will be impacted across the region leading to widespread power outages.

b. Food, Hydration, Shelter: An earthquake may damage homes and businesses resulting in displaced residents and a need for temporary shelters. Supply lines for food, agriculture and general materials will be greatly impacted with roads and bridges destroyed. Furthermore, water treatment facilities, underground pipelines, and wells will all be impacted leading to significant water shortages.

2. Hazardous Materials: An earthquake causing damages to facilities storing HAZMAT could contaminate the environment if released and/or expose nearby populations to airborne concentrations of toxic vapors.

3. Health and Medical: An earthquake may likely cause a mass casualty scenario and many medical facilities within the region could sustain damage affecting patient

capacity. Patient movement to nearby medical facilities may be limited due to damaged/unsafe roadways.

4. Safety and Security: An earthquake may quickly overwhelm first responders due to the widespread anticipated damage. Following the disaster, search and rescue teams could be needed; government functions/services may not be able to operate for an extended period. Looting, especially during nighttime hours may occur.
5. Transportation: An earthquake may prevent or limit travel to and from the city of Stayton affecting supply chains, residents' ability to evacuate or travel, and delay first responder arrival times following 9-1-1 emergency calls.
6. Water Systems: An earthquake may cause damage to potable water and wastewater infrastructure and lead to contamination or damage of the potable water distribution system infrastructure resulting in drinking water disruptions for an extended period.

I. Floods

Stayton is vulnerable to flooding due to its location along the North Santiam River and its network of creeks and tributaries. Heavy rainfall, rapid snowmelt from the Cascade Mountains, and severe storms can cause river levels to rise, leading to localized flooding in low-lying areas, road closures, and potential damage to homes and infrastructure. The Stayton Emergency Operations Plan prioritizes flood preparedness by monitoring river conditions, issuing early warnings, and coordinating response efforts with Marion County Emergency Management and the National Weather Service. During flood events, emergency personnel will implement road closures, conduct water rescues if necessary, and establish evacuation routes to keep residents safe. The city also works with Stayton public works and Marion County public works to maintain drainage systems. Residents are encouraged to stay informed through emergency alerts, have evacuation plans in place, and avoid traveling through flooded areas. Post-flood recovery efforts will focus on debris removal, infrastructure repairs, and aiding displaced residents. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. Annual precipitation total is expected to increase by 3.4 inches.
   b. The maximum average annual temperature is projected to increase by 2.5°F, increasing the likelihood of rapid snow melting during the spring season.
2. Climate Explorer Data Analysis
   a. Annual precipitation total is expected to increase by about 1 inch.
   b. The maximum average annual temperature is projected to increase by 1.6°F
   c. The number of days with high precipitation (> 1 inch) are projected to remain the same.

A. Flood Impact Analysis: Based on the analysis of the climate projection data above, planners expect little to no change in flood incident frequency or impacts by 2050 when compared to 2024. A severe flood incident (e.g., 500-year flood) causing cascading effects such as a dam failure are possible this would overwhelm local capabilities and likely be escalated to higher levels of response coordination. Smaller flooding events are common and are more likely. A flood incident may close some businesses for an extended period to make repairs resulting in reduced tax revenue. The city planning team anticipates disruptions to the following Community Lifelines as a result from a flood incident:

a. Communications: Flood induced damage to communications infrastructure may limit community communication channels to include electronic financial transactions.
b. Energy: A flood may limit the delivery of fuel into the city from suppliers. If flooding impacts power transfer stations, power outages are likely to last the duration of the event, depending on the level of impact the rebuilding of power stations may take weeks.
c. Food, Hydration, Shelter: Flooding may cause food shortages due to the inability to deliver supplies, agriculture losses, and flood damage to homes and businesses may result in displaced residents.
d. Hazardous Materials: A flood incident impacting facilities storing HAZMAT could contaminate the environment if released.
e. Health and Medical: Patient transport to nearby medical facilities may be hindered due to impassible roadways.
f. Safety and Security: Flooding could delay first responder response times and may require search and rescue efforts; government functions/services may not be able to operate for an extended period.
g. Transportation: Floodwaters may prevent travel to and from the city of Stayton affecting supply chains, residents' ability to evacuate or travel, and delayed first responder arrival times following 9-1-1 emergency calls.
h. Water Systems: Flooding may cause damage to potable water and wastewater infrastructure and lead to contamination of the potable water distribution system resulting in drinking water disruptions.

J. **Hailstorm**

According to FEMA's NRI data, eight hailstorm incidents have impacted areas in and around the city of Stayton over the past 34 years, or an average of 0.2 incidents annually. NRI data from adjacent counties revealed that hailstorms rarely occur based on historical data. As ocean water surface temperatures continue to rise, thunderstorms may become more frequent and intense, increasing the likelihood of severe hailstorms. Key elements that support thunderstorm development include moisture and stability. The city of Stayton and Marion County experience minimal cloud cover and relatively stable weather patterns throughout the year resulting in unfavorable conditions for the development of intense thunderstorms. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. Hailstorm Impact Analysis: Projecting the frequency and intensity of future hailstorms is difficult; however, planners do not expect to see significant increases in frequency and intensity of hailstorm incidents in the future decades. Planners anticipate potential disruptions to the Food, Hydration, and Shelter Community Lifeline as homes and businesses may likely sustain structural damage from a worst-case hailstorm incident. The community may also suffer economic impacts from tax revenue losses endured while businesses close to make necessary repairs.
   a. Energy: A hailstorm may damage energy infrastructure preventing the flow of electricity.
   b. Food, Hydration, Shelter: A hailstorm may damage shelter or storage locations of food and water and cause severe damage to homes and businesses.

c. Hazardous Materials: A hailstorm may impact facilities storing HAZMAT which could contaminate the environment if released.
d. Health and Medical: Increase in number of patients from patients being pummeled by hail.
e. Water Systems: Hailstorm may cause damage to potable water and wastewater infrastructure and lead to contamination of the potable water distribution system resulting in drinking water disruptions.

K. **Cold Waves**

FEMA defines a cold wave as a rapid fall in temperature within 24 hours and extreme low temperatures for an extended period. The temperatures classified as a cold wave are dependent upon the location and defined by the National Weather Service for the region. Cold wave incidents rarely occur in the city of Stayton. A review of FEMA's NRI data revealed three reported incidents from 2005 to 2021, or 0.2 incidents annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. The maximum average annual temperature is projected to increase by 2.5°F
   b. The minimum average annual temperature is projected to increase by 2.8° F.
2. Climate Explorer Data Analysis
   a. The number of days annually with a maximum temperature below 32°F is projected to decrease by 4.2 days by 2050 when compared to today.
   b. The number of days annually with a minimum temperature below 32°F is projected to decrease by 17.4 days by 2050 when compared to today.
   c. The minimum average annual temperature is projected to increase by about 2.2°F.
3. Cold Wave Impact Analysis: Cold waves can cause adverse impacts to some underserved population groups such as individuals over the age of 65, homeless populations, or those living in poverty. Based on the analysis of the climate projection data above, planners expect cold wave incidents to decrease in frequency by 2050 when compared to 2024 as temperatures continue to slowly rise. Weather systems that cause a rapid decline in temperatures over a 24-hour period will likely continue; however, the low temperature extremes are projected to increase. The planning team anticipates fewer and less severe cold wave incidents in the future. The city planning team anticipates disruptions to the following Community Lifelines as a result from a cold wave incident:
   a. Food, Hydration, Shelter: Some homes and businesses may not have adequate heating resulting in insufficient sheltering or freezing pipes that cause infrastructure damage if pipes burst. Community warming shelters/centers may be necessary during prolonged incidents.
   b. Health and Medical: Increase of patients experiencing frostbite, viruses, sickness, and/or hypothermia could strain local medical capabilities.
   c. Transportation: Regional airport delays or flight cancellations in the most severe cold wave incidents are possible.

L. **Heat Waves**

FEMA defines a heat wave as a period of abnormally and uncomfortably hot and unusually humid weather typically lasting two or more days. Heat wave incidents are expected to increase in the city of Stayton. A review of FEMA's NRI data revealed 19 reported incidents from 2005 to 2021, or 1.2 incidents annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. The maximum average annual temperature is projected to increase by 2.5°F
   b. The minimum average annual temperature is projected to increase by 2.8° F.
2. Climate Explorer Data Analysis
   a. The maximum average annual temperature is projected to increase by 1.6°F.
   b. The number of days annually with a maximum temperature above 90°F are projected to increase by 11.2 days by 2050 when compared to today.
   c. The number of days annually with a minimum temperature above 95°F is projected to increase by almost 6 days by 2050 when compared to today.
   d. The number of days annually with a maximum temperature above 100°F are projected to increase by 1 day by 2050 when compared to today.
3. Heat Wave Impact Analysis: Like cold waves, heat waves can cause adverse impacts on some underserved population groups such as individuals over the age of 65, homeless populations, those living in poverty, or groups with pre-existing health conditions. Based on the analysis of the climate projection data above, planners project an increase in the frequency and severity of heat wave incidents by 2050 when compared to 2024 as temperatures continue to trend upward. Planners anticipate disruptions to the following Community Lifelines as a result from a heat wave incident:
   a. Energy: Potential grid disruptions and energy shortages during peak periods of heat.
   b. Food, Hydration, Shelter: Homes and businesses may lack air conditioning; community cooling shelters/centers may be needed during prolonged heat incidents.
   c. Health and Medical: Potential for added increase to medical facilities due to older population.
   d. Water Systems: Warmer temperatures may result in lower chlorine levels in water systems, potentially increasing the presence of harmful bacteria and viruses.

M. **Ice Storms**

Ice storms in Stayton are relatively frequent, occurring approximately once every few years. The most recent significant ice storm affected the area in February 2025, leading to hazardous conditions and disruptions. These storms cause hazardous road conditions, widespread power outages, falling trees, and disruptions to emergency services. The Stayton Emergency Operations Plan prioritizes public safety by coordinating response efforts between city officials, emergency services, utility providers, and local organizations. Pre-storm preparations include issuing public warnings, activating warming shelters, and ensuring emergency response teams are ready to address downed power lines and blocked roads. During the storm, law enforcement and public works crews will monitor conditions, clear major routes, and aid residents in need. Residents are encouraged to stay indoors, conserve energy, and have emergency supplies on hand. Post-storm recovery efforts will

focus on restoring power, clearing debris, and assessing infrastructure damage to ensure a swift return to normal operations. A review of FEMA's NRI data revealed 31 reported incidents from 1946 to 2014, or 0.5 incidents annually. From 2014-2023, data reviewed from the National Weather Service reported an increase in Ice Storms to 0.8 incidents annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
    a. Annual precipitation total is expected to increase by 3.4 inches.
    b. The minimum average annual temperature is projected to increase nearly 2.8°F.
    c. The maximum average annual temperature is projected to increase by 2.5°F, increasing the likelihood of precipitation falling in the form of ice verses snow in the winter months.
2. Climate Explorer Data Analysis
    a. Annual precipitation total is expected to decrease by about 1 inch.
    b. The number of days annually with a maximum temperature below 32°F is projected to decrease by 2.3 days by 2050 when compared to today.
    c. The number of days annually with a minimum temperature below 32°F is projected to decrease by 17.4 days by 2050 when compared to today.
    d. The minimum average annual temperature is likely to increase by about 2.2°F.
3. Ice Storm Impact Analysis: With increasing temperatures projected throughout the coming years, planners anticipate an increase in the likelihood of an ice storm occurring during the winter months. Precipitation that traditionally fell as snow in past seasons could transition to sleet and ice in the coming decades. Ice storm impacts range from minor to severe and can disrupt Community Lifelines for several days following the incident depending upon the severity of the storm. Injuries and potential fatalities may occur due to traffic accidents while damage to property is expected to be manageable. Businesses may close for 1-2 days resulting in lost profit. Planners anticipate disruptions to the following Community Lifelines as a result from an ice storm:
    a. Communications: An ice storm may potentially damage communications infrastructure limiting communication channels within the community to include electronic financial transactions.
    b. Energy: A severe ice storm could cause wide-spread, prolonged power outages.
    c. Food, Hydration, Shelter: Planners anticipate possible food shortages due to the inability to deliver supplies and travel to stores/restaurants as well as minor property damage to homes and businesses from fallen tree limbs.
    d. Health and Medical: An ice storm may increase patient volume at local clinic(s) due to slips and falls, especially elderly and/or disabled residents resulting in longer wait times.
    e. Safety and Security: Icy roadways may delay response times of first responders. An ice storm may force government functions/services to close for 1-2 days and/or until power is restored.
    f. Transportation: Icy roadways may limit travel resulting in temporary supply chain shortages, flight cancellations or delays at regional airports. Local businesses may experience short-term profit losses due to a reduced customer base; an increase in traffic accident numbers is also expected.

N. **Landslide**

Landslides are a common and chronic problem throughout the state of Oregon, especially in places with moderate to steep slopes. Other incidents such as heavy precipitation or an earthquake can cause landslides while other disasters can exacerbate the effects of a landslide. For example, the aftermath effects of wildfires result in losses of vegetation and roots that help stabilize the soil which may increase the probability of a landslide occurrence. The city of Stayton is surrounded by nearby mountains, some with steep grades. These same areas are vulnerable to wildfires making the area prone to landslides. According to FEMA's NRI data, 1.7 incidents occur on average per year in or near the city of Stayton.

1. Landslide Impact Analysis: When landslides occur, the consequences can be devastating. A landslide that transpires near populated areas typically causes complete destruction and results in many injuries and fatalities. Since landslides are most often triggered by heavy precipitation incidents or earthquakes, the future likelihood of a landslide is difficult to predict. Planners project precipitation amounts to decrease slightly and temperatures to rise by the year 2050. These conditions may likely increase the likelihood of favorable drought and wildfire conditions in the future. A scorched mountainside following wildfire increases the landslide risk substantially. The planning team anticipates disruptions to all eight Community Lifelines following a major landslide as described below:
    a. Communications: A landslide may severely damage communications infrastructure in its path reducing communication channels within the city.
    b. Energy: A landslide may bury and destroy high-voltage power lines in the path of the landslide resulting in extended power outages for customers. Fuel supplies into the city may be cut off due to impassible roadways.
    c. Food, Hydration, Shelter: A landslide may cause severe destruction to structures, agriculture losses, and displace impacted residents. The community may need to establish temporary shelters.
    d. Hazardous Materials: A landslide that impacts a facility storing HAZMAT could result in a HAZMAT release that adversely affects the environment and nearby populations.
    e. Health and Medical: Patient transport to nearby medical facilities may be impossible due to impassible roadways. A landslide may destroy medical clinics depending on the location and reduce patient capacity. Some residents who rely on critical medications and medical deliveries may have longer wait times.
    f. Safety and Security: Landslides may require the immediate activation of search and rescue teams. Search and rescue/victim recovery will take days to weeks to complete. First responders may experience delays with emergency calls and government functions/services may not be able to operate for an extended period due to damage sustained from the landslide.
    g. Transportation: The landslide will prevent travel on roadways depending on the path and location of the landslide. Some residents may not be able to evacuate to a safe area as directed following a landslide incident.
    h. Water Systems: A landslide could destroy the community's water and/or may cause damage to potable water and wastewater infrastructure that could disrupt drinking and wastewater services for several months or longer.

O. **Strong Wind**

Strong winds consist of damaging winds, often originating from thunderstorms, that are classified as exceeding 58 miles per hour. Strong wind incidents associated with severe thunderstorms rarely occur in the region. Planners analyzed FEMA's NRI data which identified four total incidents spanning a 34-year period, or 0.1 incidents annually. The ClimRR tool projects a slight decrease in average wind speeds by the year 2050. The city planning team does not anticipate significant changes in future strong wind development when compared to today.

1. Strong Wind Impact Analysis: Planners anticipate disruptions to the following Community Lifelines following strong winds:
    a. Communications: A strong wind incident could damage communications infrastructure such as cell phone towers thus reducing mobile phone communications within the city.
    b. Energy: A strong wind incident could likely cause power outages due to fallen poles or downed power lines, for much of the city that could last for an extended period.
    c. Food, Hydration, Shelter: Strong winds may cause minor to moderate damage to some homes and businesses. Businesses may have to shut down temporarily to make repairs.
    d. Transportation: A strong wind incident may down trees and block roadways causing temporary travel disruptions until crews are able to clear the roadways of debris. Large vehicles, such as commercial trucks, trailers, vans, etc., may be blown over on roadways.

P. **Tornado**

The risk of a tornado occurring in Stayton is very low. Tornadoes are rare in western Oregon due to the region's geography and climate, which do not typically support the formation of severe thunderstorms necessary for tornado development. However, weak tornadoes and funnel clouds have been documented in the Willamette Valley on occasion.

Most tornadoes in Oregon are rated EF-0 to EF-1 on the Enhanced Fujita Scale, meaning they produce minor to moderate damage. While Stayton is not in a high-risk tornado zone, emergency preparedness plans should still account for the possibility of strong winds, downed trees, and structural damage from isolated storms. Residents are encouraged to stay informed through the National Weather Service and be aware of severe weather alerts that may indicate the potential for tornado-like conditions

It is difficult to determine how climate change will impact the frequency and intensity of future tornados. Historically, the tornado frequency rate in Oregon has remained relatively steady at about 2.6 tornadoes per year (131 total tornadoes over a 50-year period), Planners do not anticipate observing significant changes to this trend in future decades, but this will need to be reassessed in the future to validate this assumption.

1. Tornado Impact Analysis: Tornado impacts to the city of Stayton will depend on the time of the incident, location of the tornado's path, and intensity of the tornado. A proposed worst-case incident includes an EF3 traversing through the center of the city. In this scenario, all eight Community Lifelines would likely experience disruptions as projected below:
    a. Communications: Depending on the path of the tornado, it could damage communications infrastructure such as cell phone towers and disrupt cell phone

service.

b. Energy: A tornado may likely cause extended power outages for customers, due to fallen power poles.
c. Food, Hydration, Shelter: An EF3 tornado may cause severe damage to any structure in its path; the community may need to establish temporary shelters and housing.
d. Hazardous Materials: A tornado that impacts a facility storing HAZMAT could result in a HAZMAT release that adversely affects the environment and nearby populations.
e. Health and Medical: Patient transport to nearby medical facilities may be impossible due to impassible roadways from debris left behind by the tornado. A tornado could destroy local medical clinics depending on the path and reduce patient capacity. The current EMS resources could become overwhelmed and may not be adequate to support response operations immediately after the tornado.
f. Safety and Security: A tornado will likely trigger the immediate activation of search and rescue teams. Search and rescue/victim recovery will take several hours or days. First responders will experience delays with emergency calls due to debris in roadways; government functions/services may not be able to operate for an extended period due to damage sustained from the tornado.
g. Transportation: The tornado may impact travel on roadways depending on the tornado's path.
h. Water Systems: A tornado could destroy the community's water and/or may damage potable water or wastewater infrastructure causing disruptions to potable and wastewater services for several days or weeks.

Q. **Volcano:**

According to the U.S. Geological Service (USGS), volcanoes embedded throughout the Cascade Mountain Range have erupted in the past and will erupt again. The region is known for its volcanic activity due to its proximity to the Cascade Range, which includes several potentially active volcanoes such as Mount Hood, Mount St. Helens, and Mount Jefferson. While Stayton itself is not directly on a volcano, it could experience significant secondary impacts in the event of an eruption. The most immediate concerns include ashfall, which could disrupt transportation, damage infrastructure, contaminate water supplies, and pose respiratory health risks to residents. A major eruption from a nearby volcano, such as Mount Hood or Mount Jefferson, could also trigger lahars (volcanic mudflows) that might impact river systems, including the Santiam River, which flows through the Stayton area and is the source of its water. Additionally, volcanic eruptions could contribute to regional climate effects, such as temporary cooling due to ash and gas emissions. While the likelihood of a catastrophic eruption affecting Stayton is low, preparedness measures such as emergency response planning and monitoring by the U.S. Geological Survey (USGS[5]) remain crucial for mitigating potential risks.

1. Volcano Impact Analysis: An eruption of Mount Jefferson would impact the city of Stayton due to its proximity to the volcano. An eruption may lead to challenges due to mass evacuations. Ash deposits would cause widespread contamination of the city

[5] https://www.usgs.gov/volcanoes/mount-jefferson

and the economic impacts to the city would be devastating. Areas including tens of miles downstream along river valleys and hundreds of miles downwind may be at risk. A 500-million-cubic-meter lahar (the largest modeled lahar) would potentially cause the dam to be overtopped/breached unless the lake had been significantly drawn down[i]. The city planning team projects the following Community Lifeline disruptions from a volcanic eruption of Mount Jefferson:

a. Communications: A volcanic eruption could damage or destroy communications infrastructure by reducing communication channels within the city.
b. Energy: An eruption could impact utility infrastructure leading to prolonged power outages.
c. Food, hydration, shelter: Drinking water sources could become contaminated leading to disruptions. Food and water supply chains may be disrupted leading to shortages.
d. Hazardous Materials: Ash from an eruption could impact the filtration systems storing HAZMAT and adversely affect the environment and nearby populations.
e. Health and Medical: Falling ash could impact respiratory issues of residents.
f. Safety and Security: A volcanic eruption may require the immediate activation of search and rescue teams. Search and rescue/victim recovery will take days to weeks to complete. First responders may become overwhelmed and government functions/services may not be able to operate for an extended period due to damage and/or evacuation.
g. Transportation: Roadways may become overcrowded due to evacuating populations, and visibility may be severely affected. Regional air traffic may be shut down due to airborne volcanic ash.
h. Water Systems: Drinking water sources may become contaminated from falling ash leading to disruptions that would last for several weeks or months.

R. **Wildfires**

Wildfires are a natural part of the ecosystem in Oregon and occur widespread throughout the state. Areas in the Willamette Valley and north and central Oregon consist of agriculture that is prone to wildfire damage. Communities are also at risk from wildfires, especially those located at the wildland/urban interface. Most wildfires occur in the summer between June and October but can occur at other times of the year. 70% of Oregon's wildland fires result from human activity. The remaining 30% result from lightning occurring most frequently in eastern and southern Oregon. The city of Stayton is surrounded by mountains and forests to the east making the area prone to potential wildfires. A lack of fire breaks surrounding buildings and limited water availability during the high-risk summer months contribute to fire hazards in the forested hillsides of the watershed. Drought conditions may exacerbate wildfire impacts and coverage. In recent years, wildfires have scorched hundreds of thousands of acres within the region. An analysis of the ClimRR portal modeling tool revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. Annual precipitation total is expected to increase by about 3.4 inches.
   b. The minimum average annual temperature is projected to increase by nearly 2.8°F.
   c. The maximum average annual temperature is projected to increase by 2.5°F.
   d. Average wind speeds are predicted to not change much from current averages.

e. Annual fire weather index is expected to increase by almost 5%. This index estimates weather-related wildfire danger by using daily readings of weather conditions that influence the spread of wildfires (dryness of fuel sources, wind speed, etc.).

2. Wildfire Impact Analysis: Due to the location of the city of Stayton and surrounding terrain, the area continues to be prone to future wildfires. Projected future weather conditions favor an increased wildfire frequency and intensity for the foreseeable future. When wildfire presents a risk to the community, residents and businesses would likely be forced to evacuate the city resulting in severe economic impacts and many displaced residents. A worst-case incident could result in fire damage or destruction to many homes and structures within the city of Stayton. The city planning team anticipates disruptions to all eight Community Lifelines as described below:
   a. Communications: A wildfire could damage or destroy communications infrastructure such as cell phone towers and communication equipment reducing communication channels within the city.
   b. Energy: A wildfire could destroy utility infrastructure leading to prolonged power outages. Energy outages will have impacts on all areas and sources.
   c. Food, Hydration, Shelter: A wildfire could cause widespread structural damage to homes and businesses creating economic hardships. City residents may need to evacuate the area and emergency shelters, and housing may be a priority during recovery efforts. The acquisition of bottled drinking water may be necessary.
   d. Hazardous Materials: Fires could destroy facilities storing HAZMAT and adversely affect populations located downwind of chemical plumes.
   e. Health and Medical: A wildfire could destroy medical facilities, and EMS may not be available to respond due to evacuation orders.
   f. Safety and Security: A wildfire may require search and rescue team activation. The local fire department may be occupied with the fire and possibly unable to support other emergencies. First responders will become overwhelmed and government functions/services may not be able to operate for an extended period due to damage and/or evacuation.
   g. Transportation: A wildfire may result in closed roadways eliminating access to the city of Stayton. Additionally, roadways may become overcrowded due to rural populations evacuating homes.
   h. Water Systems: A wildfire could destroy the community's potable water and wastewater infrastructure leading to disruptions that could last for several weeks or months.

S. **Winter Weather**

FEMA defines winter weather as a winter storm incident in which the main types of precipitation are snow, sleet, or freezing rain. This type of incident occurs often in the city of Stayton. A review of FEMA's NRI data revealed 165 incidents from 2005 to 2021, or 10.2 incidents occurring annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
   a. Annual precipitation total is expected to increase by about 1.67 inches.
   b. The minimum average annual temperature is projected to increase by 2.8°F.

   c. The maximum average annual temperature is projected to increase by 2.5°F.
2. Climate Explorer Data Analysis
   a. Annual precipitation total is expected to increase by about 1 inch.
   b. The number of days annually with a maximum temperature below 32°F are projected to decrease by 2.3 days by 2050 when compared to 2024.
   c. The number of days annually with a minimum temperature below 32°F is projected to decrease by 17.4 days by 2050 when compared to today.
   d. The minimum average annual temperature is projected to increase by about 2.2°F.
3. Winter Weather Impact Analysis: Future temperatures are projected to rise while annual precipitation amounts decrease slightly. This may increase the likelihood of precipitation falling as rain or freezing rain during the winter months in the mid-century timeframe. Planners anticipate a decrease in the number of winter weather incidents annually. A worst-case winter weather scenario is expected to impact the following Community Lifelines:
   a. Energy: A worst-case winter storm may cause power outages.
   b. Food, Hydration, Shelter: Homes without power and/or ineffective heating sources may require temporary warming shelters. A winter storm could delay the resupply of goods from outside sources due to unsafe road conditions.
   c. Health and Medical: Patient transport to nearby medical facilities may be impossible or delayed due to impassible roadways. EMS response times to emergencies may increase and become overwhelmed.
   d. Safety and Security: Winter weather may cause first responder response delays to emergencies; government functions/services may shut down for one to two days.
   e. Transportation: Icy or snow-covered roadways may limit travel to and from the city of Stayton, affecting supply chains and increasing first responder response time to emergencies. Winter weather may also result in delayed or cancelled flights in the region.

Human Caused Incidents

These incidents are intentionally created by humans with the intent of harming life, information, operations, the environment and/or property. They are also referred to as adversarial threats. These types of events often occur with little or no advanced warnings making them difficult to predict.

Cybersecurity involves protecting the infrastructure by preventing, detecting, and responding to cyber incidents.

City planners must be cognizant that prolonged outage of a digital infrastructure could cause civil unrest and an increase in criminal activity.

A. Cyber Incident

Unlike physical threats that prompt immediate action, cyber incidents are often difficult to identify and comprehend. Among these dangers are viruses that erase entire systems, intruders breaking into systems and altering files, intruders using someone else's computer or device to attack others, or intruders stealing confidential information. The spectrum of cyber risks is limitless; threats, some more serious and sophisticated than others, can have wide-ranging effects on the individual, community, organizational, and national level. These risks

include:

1. Organized cybercrime, state-sponsored hackers, and cyber espionage can pose national security risks to our country.
2. Transportation, power, and other services may be disrupted by large-scale cyber incidents. The extent of the disruption is highly uncertain as it may be determined by many unknown factors such as the target and size of the incident.
3. Vulnerability to data breach and loss increases if an organization's network is compromised; information about a company, its employees, and its customers can be at risk.
4. Individually owned devices such as computers, tablets, mobile phones, and gaming systems that connect to the Internet are vulnerable to intrusion. Personal information may be at risk without proper security.
5. Cyber Incident Impact Analysis: Large-scale cyber incidents may overwhelm government and private sector resources by disrupting the Internet and/or taxing critical infrastructure information systems. Complications from disruptions of this magnitude may threaten lives, property, the economy, and national security. Planners anticipate impact to the following community lifelines:
    a. Communications: A cyber incident could damage or disrupt the communications infrastructure such as cell phone towers and computer equipment reducing communication channels within the city.
    b. Energy: A cyber incident could impact utility infrastructure leading to prolonged power outages. Gas stations may be limited in dispensing fuel products.
    c. Food, Hydration, Shelter: A cyber incident may cause business disruptions and could impact distribution of food to the local populace creating economic hardships. The acquisition of bottled drinking water may be necessary.
    d. Hazardous Materials: A cyber incident could cause the shutdown of critical HAZMAT processes leading to potential fire and/or release of HAZMAT and adversely affect populations located downwind if a chemical plume occurs.
    e. Health and Medical: A cyber incident could degrade medical facilities, and EMS may not be available to respond due to communication issues.
    f. Safety and Security: A cyber incident may cause civil unrest and criminal activity to occur. First responders could become overwhelmed and government functions/services may not be able to operate for an extended period due to digital disruptions.
    g. Transportation: A cyber incident could impact mass transit (e.g., buses, trains, etc.) preventing the transport of goods and services to the area. Additionally, the loss of transportation could impact the ability for some residents to commute to receive supplies, employment, and assistance.
    h. Water Systems: A cyber incident could impact the community’s potable water and wastewater infrastructure leading to disruptions.

B. **Terrorism**

Terrorism is defined as the use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. It is difficult to determine the scope of a terrorist threat to the city of Stayton. Although the area may include some potential targets, it is impossible to predict future terrorist events. Residents and tourists must rely on law enforcement surveillance and local threat levels.

Depending on the extent of the action, the community may experience economic loss, utility disruptions, injuries, and fatalities, and/or structural damage from explosions or gun fire.

1. Terrorism Impact Analysis: Planners do not consider a terrorism incident probable for the city of Stayton. However, secondary effects from an attack on a larger city or transportation component could adversely affect Stayton residents. An act of terrorism could result in a mass casualty incident and impact the local economy. Planners project the following Community Lifeline impacts from a terrorist event:
    a. Communications: A terrorist attack could include disruption of service to local communication nodes. This disruption could cause delays in first responders providing services for the local community.
    b. Energy: A terrorist attack could result in a power grid shutdown and prolonged power outages.
    c. Health and Medical: A terrorism incident could result in gunshot injuries and fatalities and a potential mass casualty incident which overwhelms local medical resources. Indirect exposure to contamination of a HAZMAT or Weapons of Mass Destruction could cause casualties. The city could require mutual aid assistance from neighboring jurisdictions.
    d. Safety and Security: Local responders could order shelter-in-place or lockdown for residents until the threat is eliminated. The city may require law enforcement mutual aid assistance from neighboring jurisdictions.
    e. Transportation: An incident may shut down roadways near the incident during the response and following the event to aid the investigation. Some businesses may be forced to shut down during the investigation resulting in economic losses.
    f. Water Systems: An attack on the city's water supply could shut down potable water and wastewater infrastructure leading to disruptions that may last several days.

Technological Hazards

These incidents involve materials created by humans that pose a unique hazard to the public and environment. The jurisdiction needs to consider incidents that are caused by accident (e.g., mechanical failure, human mistake, mass transit incident), resulting from an emergency caused by another hazard (e.g., flood, storm).

A. Dam Failure

A dam failure upstream from Stayton, particularly at Detroit Dam on the North Santiam River, could have catastrophic consequences for the city and surrounding areas. Detroit Dam plays a critical role in flood control, water supply, and hydroelectric power generation, but a structural failure or emergency release due to extreme weather, earthquakes, or mismanagement could result in rapid and severe flooding downstream. In such an event, Stayton would likely experience widespread inundation, infrastructure damage, and potential loss of life, depending on the severity and timing of the failure.

In 2020, the U.S. Army Corps of Engineers conducted a seismic hazard analysis of Detroit Dam, revealing an increased risk of spillway gate failure during a significant earthquake. Structural assessments indicated that the spillway gates could buckle under the pressure of a full reservoir during such an event, potentially leading to uncontrolled water release and

catastrophic downstream flooding.

To mitigate this risk, the Corps implemented immediate measures, including reducing the maximum pool elevation of Detroit Reservoir by five feet starting in April 2021. This precautionary step aims to decrease the stress on the spillway gates during seismic activity, thereby lowering the likelihood of structural failure.

While the probability of a dam failure remains low, the potential consequences are severe, affecting communities such as Stayton. Ongoing evaluations by the Corps may lead to further structural modifications or operational changes to enhance the dam's seismic resilience.

1. Dam Failure Impact Analysis: A catastrophic failure of Detroit Dam, located upstream on the North Santiam River, would have devastating consequences for Stayton, Oregon. The rapid release of water from the reservoir would cause severe and widespread flooding, overwhelming the riverbanks and low-lying areas within minutes to hours, depending on the nature of the failure. The city's critical infrastructure, including homes, businesses, roads, and utilities, would face significant damage or destruction. Immediate impacts to a total failure would be flash flooding, infrastructure failure, evacuation and displacement of residents, and a loss of essential services. The planning team anticipates a worst-case dam failure incident causing disruptions to the following FEMA Community Lifelines:
    a. Food, Hydration, Shelter: A dam failure would cause agriculture losses and flood damage to homes and businesses predominantly in downstream communities.
    b. Hazardous Materials: A HAZMAT release caused by floodwater could disperse the HAZMAT and contaminate the environment.
    c. Health and Medical: A dam failure could cause a substantial loss of life-- fatality management services may be needed, and the local healthcare capacity could exceed healthcare system capabilities. Some downstream medical centers may be inaccessible due to floodwater.
    d. Safety and Security: Flood impacts from a dam failure could delay first responder response times and trigger search and rescue team activation.
    e. Transportation: Floodwaters from a dam failure could block transportation routes to and from the city of Stayton affecting supply chains and the ability to evacuate. Some bridges situated downstream may be severely damaged and unusable, with roadways washed out.
    f. Water Systems: Floodwaters from a dam failure could damage potable water and wastewater infrastructure resulting in extended disruptions primarily in cities downstream.

B. **Hazardous Materials (HAZMAT)**

HAZMAT incidents include fixed-site and transportation-related incidents involving hazardous and radiological materials. Illegal drug labs are also included within this hazard profile. Public works–related services necessitate the storage of water purification chemicals. The potential for incidents associated with storage and handling of these materials is minimal, but still important to identify under this subheading. Analysts reviewed Oregon’s Community Right-to-Know database (CR2K) and identified 50 active facilities with HAZMAT onsite mainly consisting of herbicides, pesticides, lead/acid batteries and/or petroleum products such as propane, gasoline, and diesel fuel. A search of the Environmental

Protection Agency's (EPA) Envirofacts[6] database identified 44 EPA regulated facilities in the city of Stayton. The planning team reviewed other possible HAZMAT release scenarios such as a transportation incident. The nearest freight railroad route owned by the Albany and Eastern Railroad Company runs approximately 2 miles south of the city of Stayton in Kingston, an unincorporated community. A derailment near Kingston could have major impacts to the city. The planning team, however, concluded that a HAZMAT transportation incident involving a tanker truck along Highway 22 is the most likely HAZMAT scenario that could impact the city of Stayton. Impacts could vary and are dependent on several factors to include the physical state and toxicity of the material released, weather conditions (e.g., temperature, wind speed, and direction), incident location, and the quantity released. The planning team identified the following Community Lifeline impacts from a tanker truck HAZMAT release scenario.

1. HAZMAT Event Impact Analysis: Impacts from a HAZMAT release vary and are dependent on several factors to include the physical state and toxicity of the material released, weather conditions (e.g., temperature, wind speed and direction), incident location and the quantity released. The city planning team projects the following Community Lifeline impacts from a worst-case HAZMAT release incident along Highway 22 near the city of Stayton:
    a. Food, Hydration, Shelter: Depending on the location of the HAZMAT release, the incident commander may order residents to implement evacuation or shelter-in-place actions. The city may have to establish temporary sheltering with food and water for displaced populations.
    b. Hazardous Materials: A HAZMAT release may contaminate the local environment and surface waters. Depending on the physical state and volatility of the material released, airborne concentrations could adversely impact downwind/downstream populations.
    c. Health and Medical: A HAZMAT release could result in a potential mass casualty incident. The local medical clinics and emergency rooms may receive many self-reporting patients who may require decontamination before accessing the facility.
    d. Safety and Security: Local first responders (fire service, EMS, and law enforcement personnel) could be supporting the incident and may not be able to assist other emergency calls.
    e. Transportation: Officials may close portions of Highway 22 and other roadways depending on wind conditions; law enforcement may reroute traffic to avoid chemical plumes.
    f. Water Systems: Depending on the HAZMAT spill location, there is a potential for contamination of potable water infrastructure, especially if the contamination is not promptly reported, isolated, and safely disposed of.

Hazardous Analysis

The city of Stayton hazard analysis has been incorporated into the Marion County Multi-Jurisdictional All-Hazard Mitigation Plan Volume II dated April 6, 2023.

[6] https://enviro.epa.gov/envirofacts/multisystem/search/results

Capability Assessment

This assessment evaluates the capabilities of Stayton, Oregon's EOP, aimed at addressing the city's preparedness and response mechanisms in the face of natural and man-made disasters. The purpose is to identify areas of strength, opportunities for improvement, and provide actionable recommendations to enhance the city's overall emergency management capability.

The City of Stayton Emergency Planning Team works with the surrounding cities and Marion County Emergency Management staff. A cooperative working relationship and team approach between the city and other municipal governments for emergency response is a major strength upon which the city relies. Prevention, protection, response, recovery, and mitigation capabilities are taken into consideration along with the adequacy of training, equipment, and personnel needs. The city is dependent upon the local municipalities for assistance for search and rescue, major hazardous material response capabilities, EMS backup, bomb squad response, police tactical responses, and assistance in emergency operations staffing and support. The city relies on the Stayton Fire District for fire prevention and suppression capability. Santiam Hospital provides medical ambulance service.

While the city maintains emergency service capability, the following items were identified in coordination with the city emergency planning team as areas for improvement:

A. Goal (End-State) – Ensure the timely and efficient availability of sandbag material in the event of riverine flooding, preventing delays and enhancing the city's resilience during flood events.
    1. Objective (Purpose) - Develop an alternative, easily accessible supply of sand for filling sandbags within Stayton, ensuring that materials are sourced from within the city or nearby areas to avoid potential delays caused by river flooding, as experienced during the 1996 flood.
    2. Line of Effort - Sandbag Material Shortage in the Event of Riverine Flooding
        a. Assessment of Sand Resources: Conduct a thorough evaluation of available sand resources within Stayton and surrounding areas, identifying locations for sand stockpiles that can be easily accessed during a flood emergency.
        b. Stockpile Management and Logistics: Establish pre-positioned sand stockpiles and equipment (such as loaders and transport vehicles) within the city limits or areas not affected by flooding, ensuring quick access when needed. Develop a coordinated logistics plan with local authorities and contractors to facilitate rapid deployment.
        c. Community Engagement and Training: Collaborate with local volunteer groups, businesses, and residents to ensure they understand the sandbagging process and have the necessary tools and training to assist in filling and distributing sandbags during a flood.
        d. Flood Contingency Planning: Incorporate the sand supply strategy into Stayton's Flood Response Plan, with coordination between local public works, emergency management, and local contractors to ensure availability of sandbags even if the primary sand source is blocked by floodwaters.
        e. Post-Flood Recovery: Evaluate the sandbagging operation after each flood event

to identify areas for improvement, refine stockpile locations, and enhance the readiness of sandbagging efforts for future flood events.

B. Goal (End-State) – Ensure continued access to the Stayton Wastewater Treatment Plant (WWTP) following a bridge failure caused by an earthquake, preventing service disruptions and environmental hazards.
    1. Objective (Purpose) - Identify and secure alternative access routes, resources, and temporary bridging solutions to maintain operational and emergency response access to the WWTP in the event of primary bridge failure.
    2. Line of Effort - Establishing Alternative Access to the WWTP in the Event of Bridge Failure.
        a. Assessment of Alternative Access Routes: Conduct a geographic and infrastructure assessment to identify potential alternative routes to the WWTP, including secondary roads, utility corridors, or emergency-use pathways. Additionally, work with local and state transportation agencies to determine feasible detour options.
        b. Temporary Bridge and Access Resource Planning: Identify pre-positioned or rapidly deployable temporary bridge solutions, such as military-grade modular bridges (e.g., Bailey or Mabey bridges) or portable ferry systems.

           Develop agreements with engineering firms, the Oregon Department of Transportation (ODOT), and the U.S. Army Corps of Engineers for emergency bridge deployment.

           Maintain a database of regional construction companies, equipment suppliers, and contractors capable of assisting with rapid bridge or road reconstruction.
        c. Emergency Response Coordination and Logistics: Integrate alternative access planning into Stayton's Emergency Operations Plan (EOP) to ensure coordinated response efforts.

           Establish pre-determined staging areas for emergency bridge materials and equipment.

           Train emergency personnel and public works teams on bridge deployment procedures.
        d. Community and Stakeholder Collaboration: Engage with local businesses, contractors, and state agencies to develop resource-sharing agreements for emergency bridge construction.

           Conduct drills and tabletop exercises to test alternative access strategies and refine response coordination.
        e. Post-Earthquake Recovery and Resilience Improvement: After an earthquake, assess the effectiveness of alternative access measures and make necessary improvements to long-term bridge resilience.
           Explore permanent seismic retrofitting or redundant access solutions to ensure future accessibility to the WWTP.

C. Goal (End-State) – Develop and implement a comprehensive strategy for obtaining, reviewing, updating, and formalizing mutual aid agreements within Appendix B to enhance regional collaboration, resource sharing, and response coordination across all relevant

agencies and stakeholders.

1. Objective (Purpose) – To ensure the effectiveness and reliability of mutual aid agreements by conducting a thorough review and update process, fostering stronger inter-agency cooperation, and ensuring timely, coordinated responses during emergencies and disasters.
2. Line of Effort - Enhance Mutual Aid Agreements
   These intermediate objectives will help ensure that mutual aid agreements are comprehensive, up-to-date, and capable of supporting efficient, coordinated responses in emergencies.
   a. Assess Current Agreements: Conduct a comprehensive review of existing mutual aid agreements listed in Appendix B of this plan to identify gaps, outdated provisions, and areas for improvement.
   b. Engage Stakeholders: Collaborate with relevant local, regional, and state agencies, including emergency services, law enforcement, healthcare providers, and utility companies, and local businesses to gather input and ensure all parties' needs and expectations are addressed.
   c. Define Clear Roles and Responsibilities: Establish clear roles, responsibilities, and expectations for each party involved in mutual aid agreements, ensuring clarity in both routine and emergency situations.
   d. Update Resource Sharing Processes: Revise and standardize processes for resource sharing (personnel, equipment, supplies) to improve efficiency and responsiveness during mutual aid activation.
   e. Develop Communication and Coordination Plans: Strengthen communication channels and coordination strategies among participating agencies to ensure seamless operations during crises.
   f. Create Training and Exercise Opportunities: Develop and implement training programs and simulation exercises for all involved parties to ensure readiness and familiarity with updated agreements and response procedures.
   g. Ensure Legal and Regulatory Compliance: Review and update mutual aid agreements to comply with current legal and regulatory requirements, ensuring alignment with state and federal guidelines.
   h. Sign and Publish Mutual Aid Agreement: All responsible parties will sign and publish all new or revised mutual aid agreements.
   i. Monitor and Evaluate Performance: Implement a system for regularly monitoring the effectiveness of mutual aid agreements and make continuous improvements based on lessons learned from exercises and real-world events.

D. Goal (End-State): Formalize and enhance the identification, preparedness, and operational readiness of emergency shelters by establishing standardized processes for resource inventory, supply management, shelter planning, and coordination with key stakeholders.
   1. Objective (Purpose): Ensure the accessibility, reliability, and efficiency of emergency shelters by implementing a standardized framework for shelter identification, resource allocation, supply management, and interagency coordination to enhance preparedness and operational readiness during disasters.
   2. Line of Effort: Establish Shelter Locations and Supplies: These intermediate objectives will help ensure that shelters are identified and stocked to meet community needs during an emergency.

a. Identify and Document Shelter Locations: Compile and maintain an updated list of designated emergency shelters, including public buildings, community centers, and temporary facilities.
b. Assess Shelter Capacity and Resources: Evaluate the capacity of each shelter, including back-up power, available space, sleeping arrangements, sanitation facilities, pets, and accessibility for individuals with disabilities.
c. Coordinate with Local Organizations: City departments should work with non-profits and community organizations to ensure clear procedures, logistical support, and coordination of services for shelter operations.

Mitigation Overview

The city of Stayton will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency with the intent of avoiding repetition of the situation. The Stayton mitigation plan is incorporated into the Marion County Hazard Mitigation Plan.

Planning Assumptions

1. Essential city services will be maintained if conditions permit.
2. An emergency will require prompt and effective response and recovery operations by city emergency services, disaster relief, volunteer organizations, and the private sector.
3. All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
    a. Each responding city department will utilize existing directives and procedures in responding to major emergencies/disasters.
4. Environmental, technological, and civil emergencies may be of a magnitude and severity that County, State, and Federal assistance is required.
5. County support for city emergency operations will be based on the principle that emergencies start at the local level. The city will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the county.
6. Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the incident.
7. Outside assistance may be available in most major emergency/disaster situations that affect Stayton. Although this plan defines procedures for coordinating such assistance, it is essential for Stayton to be prepared to carry out disaster response and short-term actions on an independent basis.
8. Control over city resources will remain at the city level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
9. City communication and offices may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the city can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
    a. Familiar with established policies and procedures.

   b. Assigned pre-designated tasks.
   c. Formally trained in their duties, roles, and responsibilities required during emergency operations.
   d. Provided policies and procedures in multiple languages to accommodate those whose first language is not English.
10. The city will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
11. The city has limited resources and depends upon regional and other local governments and agencies for support as well as the volunteer, nonprofit, and private sectors.
12. Outside assistance will be available in most emergency situations affecting the city. Although this plan defines procedures for coordinating such assistance, it is essential for the city to be prepared to carry out disaster response and short-term actions independently.
13. It is possible for a major disaster to occur at any time and at any place in the city. In some cases, dissemination of warning and increased readiness measures may be possible; however, many disasters and incidents can occur with little or no warning.
14. Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.

Concept of Operations

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts, public works, and city police, sometimes also involving hospitals, local health departments, and regional fire and Hazmat teams. Typically, as the emergency evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies, departments or organizations involved with recovery operations. In all emergency situations and circumstances, saving and protecting human lives receive priority.

The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects of emergencies and disaster incidents. This EOP should be used when the city of Stayton or local emergency response agencies are reaching or have exceeded their abilities to respond to an emergency incident and not in response to day-to-day operations.

Responsibilities include management and coordination of large-scale incidents, as well as identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government through the city Emergency Management Director.

If Stayton requires additional resources beyond its immediate capabilities during an emergency, the city Emergency Operations Center (EOC) will submit a formal request to the Marion County Emergency Management Office. This request will be based on a thorough assessment of the situation, identifying critical gaps in personnel, equipment, medical supplies, shelter support, or other essential services necessary for response and recovery efforts. The request will be communicated through established channels, direct communication with county officials, or other designated protocols. The county will review the request and coordinate the deployment of available resources or escalate the need to the state if necessary. The city EOC will maintain situational awareness and ensure the efficient integration of incoming support into response operations while providing regular updates to county officials.

A. Response Priorities
    1. Lifesaving/Protection of Property: This focuses on efforts to save lives of persons other than City employees and their dependents. It may include prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.
    2. Incident Stabilization: This focuses on protection of mobile response resources, isolation of the impacted area, and containment (if possible) of the incident.
    3. Property Conservation: This focuses on the protection of public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

B. Incident Management

    When an emergency arises and normal organization and functions of city government are insufficient to effectively meet response requirements, the Emergency Management Director

(or designee) will activate and implement all or part of this EOP. In addition, the Emergency Management Director may partially or fully activate and staff the City EOC based on an emergency type, size, severity, and anticipated duration. Concurrently, all involved city emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Management Director with the following information:

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

C. Initial Actions

Upon activation of all or part of this EOP, the Incident Commander (IC) (or designee) will immediately implement the actions outlined below:

1. Alert threatened populations and initiate evacuation as necessary.
2. Instruct appropriate city emergency service providers to activate necessary resources.
3. Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
4. Request the City Council to prepare and submit a formal Declaration of Emergency through Marion County Emergency Management when local resources are determined not to meet the need of local emergency operations. The official declaration may be preceded by a verbal statement.
5. Prepare to staff the city EOC as appropriate for the incident with maximum 12-hour shifts.
6. City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following an emergency incident.

Organization and Assignment of Responsibilities

A. **Organization**

Local and County agencies and response partners may have various roles and responsibilities throughout the duration of the emergency. Therefore, it is particularly important that the command structure for the city of Stayton be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and contract as the situation changes. Typical duties and roles may also vary depending on the severity of impacts, size of the incident(s), and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

The County Emergency Management Director is responsible for emergency management planning and operations for the area of the county lying outside the incorporated municipalities of the county. The mayor, or other designated official of each city within the county (pursuant to city charter or ordinance), is responsible for city emergency management planning and operations. These responsibilities may be shared with Marion County Emergency Management

The city conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts in all facets of an emergency, each agency and department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies.

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

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

B. **Assignment of Responsibilities**

The city does not have an office or division of emergency management services separate from its existing departments. The Emergency Management Director is appointed by the city manager and is responsible for preparing a plan for the provision of emergency services in the event of a disaster or emergency, for conducting necessary training sessions and practice drills, and for coordinating such emergency services during an actual emergency. Administrative functions related to emergency management will fall to the responsibility of the city manager, or designee. 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.

An emergency declaration shall authorize specific emergency powers and shall exist for the period set forth in the declaration, but it shall not exceed two weeks.

The City Council should convene as soon as practical to ratify the declaration. The State of Emergency may be extended by the City Council for additional periods of time, as necessary.

The Order of Succession for Declaring an Emergency per city code SMC 2.44 for the city of Stayton:

1. City Council
2. Mayor
3. City Council President
4. City Manager
5. If the City Manager is unable to act due to absence or incapacity, then the acting City Manager, then the emergency management director is hereby granted the authority to declare an emergency.

Based on incident levels the Emergency Management Director may implement this plan, followed by the Incident Commander (IC) if the Emergency Management Director is unavailable. The Emergency Management Director, Council, and IC each have the authority to activate the EOC.

1. Emergency Management Director
   The Emergency Management Director serves as the day-to-day authority and has the responsibility for overseeing emergency management programs and activities.
   The Emergency Management Director ensures that there are unified objectives about the city's emergency plans and activities, including coordinating all aspects of the city's capabilities. The Emergency Management Director coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the Emergency Management Director is responsible for:
   a. Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
   b. Analyzing the emergency skills required and arranging the training necessary to provide those skills.
   c. Preparing and maintaining a resource inventory.
   d. Ensuring the operational capability of the city EOC.
   e. Activating the city EOC.
   f. Keeping the governing body apprised of the city's preparedness status and anticipated needs.
   g. Serving as day-to-day liaison between City and County Emergency Management.
   h. Maintaining liaison with organized emergency volunteer groups and private agencies.

B. Mayor and City Council
   General responsibilities of the Mayor and City Council include the following tasks:
   a. Establish emergency management authority by city ordinance.

i. Adopt an EOP and other emergency management–related plans, resolutions and ordinances.
ii. Declare a State of Emergency and request assistance through the county (performed by the City Council).
iii. Act as a liaison to the community during activation of the EOC.
iv. Act on emergency funding needs.
v. Attend timely incident update briefings.

3. City Manager
   The City Manager is responsible for the following tasks:
   a. Appoint an Emergency Management Director.
   b. Ensure all city departments develop, maintain, and exercise their respective service annexes to this plan.
   c. Support the overall preparedness program in terms of its budgetary and organizational requirements.
   d. Implement the policies and decisions of the governing body.
   e. Directing the emergency operational response of city services.
   f. Ensuring, through the Mayor and City Council, that plans are in place for the protection and preservation of City records

4. City Department Heads
   As available, City department heads collaborate during development of local emergency plans and provide key response resources. City department and agency heads and their staff develop, plan, and train to learn internal policies and procedures for meeting response and recovery needs safely. They should also participate in interagency training and exercises to develop and maintain the necessary capabilities. Department and agency heads that were not assigned a specific function in this plan will be prepared to make their resources available for emergency duty at the direction of the City Manager. Affected city departments are responsible for:
   a. Supporting EOC operations to ensure that the city is providing for the public safety and protection of the citizens it serves.
   b. Establish, in writing, an ongoing line of succession of authority for each department: this document must be made known to department employees, and a copy must be filed with the City Manager and Emergency Management Director.
   c. Develop alert and notification procedures for department personnel.
   d. Establish internal lines of succession of authority.
   e. Develop operating guidelines to implement assigned duties.
   f. Ensure that vehicles and other equipment are equipped and ready, in accordance with existing standard operating procedures (SOPs).
   g. Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other city departments.
   h. Assign personnel to the EOC, as charged by this plan.
   i. Develop and implement procedures for protecting vital records, materials, and facilities.
   j. Promote family preparedness among employees.

k. Ensure that staff complete any NIMS-required training.
l. Ensure that department plans and SOPs incorporate NIMS components, principles, and policies.

C. Responsibilities by Community Lifeline

FEMA's Community Lifelines are essential services that enable communities to function and recover in times of disaster. These lifelines include Safety and Security, Food, Water, Shelter, Health and Medical, Energy, Communications, Transportation, and Hazardous Materials. They are critical for ensuring stability and resilience in emergency situations. Local governments, emergency responders, and community organizations share the responsibility of maintaining and restoring these lifelines during crises. This involves coordinating resources, providing essential aid, and ensuring public safety. By strengthening these lifelines, communities can minimize disruptions, protect lives, and accelerate recovery efforts.

1. Safety and Security
   a. Stayton Police Department is responsible for the following tasks:
      i. Provide a representative to the EOC.
      ii. Provide emergency response according to department SOPs and guidelines.
      iii. Protect life and property and preserve order.
      iv. Evacuate disaster areas.
      v. Provide law enforcement and criminal investigation.
      vi. Isolate damaged areas.
      vii. Provide traffic control, crowd control, and site security (including security for critical facilities).
      viii. Provide damage reconnaissance and reporting.
      ix. Provide support for Fire District and Public Works Department emergency operations as requested.
      x. Safeguard essential department records.
      xi. Maintain internal notification/call rosters.
      xii. Actively participate in the emergency planning process; develop and maintain mutual aid agreements, supporting SOPs, and annexes necessary for department response.
      xiii. Provide search and rescue capability.
2. Firefighting (Stayton Fire District) is responsible for the following tasks during an emergency:
   a. Provide fire prevention before, suppression during, emergency medical aid, and fire safety inspection to prevent loss of life, loss of property, and damage to the environment.
      i. Provide a representative to the EOC.
      ii. Provide emergency response according to SFD SOPs and guidelines.
      iii. Provide pre-hospital emergency medical services.
      iv. Inspect shelters and damaged areas for fire hazards.
      v. Assist law enforcement personnel in alert and warning and evacuation operations.
      vi. Provide support to law enforcement and operations emergency response as

requested.

vii. Safeguard essential department records.
viii. Maintain internal notification/call rosters.
ix. Provide fire prevention and inspection to prevent loss of life, loss of property, and damage to the environment.
x. Actively participate in the emergency planning process; develop and maintain mutual aid agreements and supporting SOPs and annexes necessary for department response.

3. Contracted City Legal Counsel in Coordination with the City of Stayton is responsible for the following tasks in the event of an emergency:
   a. Advise city officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
   b. Review and advise city officials regarding possible liabilities arising from disaster operations, including the exercising of any or all the above powers.
   c. Advise city officials and department heads regarding record keeping requirements and other documentation necessary for the exercising of emergency powers.
4. Emergency Management Director
   a. Establish procedures for employing temporary personnel for disaster operations.
   b. Coordinate deployment of reserve personnel to city departments requiring augmentation.
   c. Conduct ongoing hazard awareness and public education programs.

5. Food, Hydration, Shelter
   a. Stayton Police Department
      i. Evacuation and population protection
      ii. Identify high hazard areas and corresponding number of potential evacuees.
      iii. Coordinate evacuation planning, including:
         (a) Movement control
         (b) Transportation needs
         (c) Emergency Public Information materials
         (d) Prepare and maintain supporting SOPs and annexes.
   b. Stayton Fire District
      i. Provide shelter within the fire station as mission, space, and resources are available.
      ii. Oversee shelter and reception location at the fire station.
      iii. Provide emergency medical services.
   c. Marion County Health and Human Services
      i. See Marion County EOP for Marion County Health and Human Services roles and responsibilities.
   d. Emergency Management Director
      i. Establish procedures for employing temporary personnel for disaster operations.
      ii. In cooperation with the Stayton Police, establish and maintain a staffing reserve.
      iii. Coordinate deployment of reserve personnel to city departments requiring

augmentation.
iv. Conduct ongoing hazard awareness and public education programs.
v. Develop and maintain procedures for sheltering in place.
vi. Compile and prepare emergency information for the public in case of emergency.
vii. Arrange for media representatives to receive regular briefings on the City's status during extended emergency situations.
viii. Secure printed and photographic documentation of the disaster situation.
ix. Handle unscheduled inquiries from the media and the public.
x. Define responsibilities of city departments and private sector groups
xi. Prepare and maintain supporting SOPs and annexes.

3. Health and Medical
   a. Stayton Fire District
      i. Coordinate provision of EMS.
      ii. Request additional EMS assets as necessary.
      iii. Initial lifesaving and treatment.
   b. Santiam Hospital
      i. Treatment of casualties.
   c. Marion County Health and Human Services
      i. See Marion County EOP for Marion County Health and Human Services roles and responsibilities.

4. Energy (Power and Fuel)
   a. Pacific Power is the main power producing company within the area and will aid as requested by the Stayton Public Works Department
   b. City of Stayton Public Works Department
      i. Energy and utilities–related responsibilities include the following tasks:
         (a) Work with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
         (b) Coordinate temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished.
         (c) Coordinate information from the damage assessment team (Marion County).
         (d) Train and provide damage plotting team members to the EOC.
         (e) Assist in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
         (f) Assist in determining the geographic extent of the damaged area.
         (g) Coordinate with Marion County Public Works Department.

5. Communications
   a. Marion Area Multi-Agency Emergency Telecommunications (METCOM 9-1-1)
      i. Responsible for emergency communication between emergency responders.
   b. Emergency Management Director
      i. Establish emergency purchasing procedures and/or a disaster contingency

fund.

ii. Maintain records of emergency-related expenditures for purchases and personnel.

c. Stayton Fire District
   i. Disseminate emergency public information.
   ii. Receive and disseminate warning information to the public and county and city officials.

d. Stayton Police Department
   i. Establish and maintain emergency communications systems.
   ii. Coordinate use of all public and private communication systems necessary during emergencies.
   iii. Manage and coordinate all emergency communications operated within the EOC, once activated.

e. City Recorder
   i. Conducting ongoing hazard awareness and public education programs.
   ii. Compiling and preparing emergency information for the public in case of emergency.
   iii. Arranging for media representatives to receive regular briefings on the city's status during extended emergency situations.
   iv. Securing printed and photographic documentation of the disaster situation.
   v. Handling unscheduled inquiries from the media and the public.

6. Transportation
   a. Stayton Public Works is responsible for:
      i. Provide a representative to the EOC.
      ii. Assessment damage to streets, bridges, traffic control devices, wastewater treatment system, and other public works facilities. Assist in damage assessment of other city infrastructure and residential buildings.
      iii. Remove debris.
      iv. Barricade hazardous areas.
      v. Coordinate the condemnation of unsafe structures.
      vi. Provide support to traffic, crowd control, and evacuation operations.
      vii. Provide support to law enforcement and fire district emergency operations, as requested.
      viii. Planning for and identifying high-hazard areas and numbers of potential evacuees, including the number of people requiring transportation to reception areas (considering special needs populations).
      ix. Coordinating transportation for functional needs populations.

7. HAZMAT
   a. Stayton Fire District and the Salem Region 13 HAZMAT Team will provide support during a hazardous materials incident. Responsibilities include:
      i. Oil and Hazardous Materials responsibilities include the following tasks:
         (a) Conduct oil and hazardous materials (chemical, biological, etc.)

response, including spill containment, short- and long-term clean-up, planning, and coordination.
(b) Assess the health effects of a hazardous materials release.
(c) Identify the needs for hazardous materials incident support from regional and State agencies.
(d) Disseminate protective action (e.g. evacuation, shelter-in-place).
(e) Prepare and maintain supporting SOPs and annexes.

b. Radiological Protection: General responsibilities include the following tasks:
   i. Establish, maintain, and coordinate a radiological monitoring and reporting network throughout the county; provide input to the statewide Oregon Emergency Response System (OERS) at 800-452-0311.
   ii. Secure initial and refresher training for instructors and monitors.
   iii. Under fallout conditions, provide city and county officials and department heads with information regarding fallout rates, fallout projections, and allowable doses.
   iv. Provide monitoring services and advice at the scene of accidents involving radioactive materials.
   v. Prepare and maintain supporting SOPs and annexes.

c. Stayton Police Department is responsible for the following tasks:
   i. Protect life and property and preserve order.
   ii. Evacuate disaster areas.
   iii. Provide law enforcement and criminal investigation.
   iv. Isolate damaged areas.
   v. Provide traffic control, crowd control, and site security (including security for critical facilities).

8. Water Systems
   a. City public works personnel are responsible for the following tasks in an emergency:
      i. Assess damage to water, wastewater treatment system and other public works facilities
      ii. Direct repair of critical city facilities followed by priority restoration of streets and bridges. See Appendix F, Critical Facilities List
      iii. Barricade hazardous areas.
      iv. As necessary, augment sanitation services.

Nongovernmental Organizations

A. Nongovernmental organizations (NGOs) play enormously important roles before, during, and after an incident. In the city of Stayton, NGOs such as the American Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations. The roles of NGOs in an emergency may include the following tasks:
   1. Train and manage volunteer resources.
   2. Identify shelter locations and needed supplies.
   3. Provide critical emergency services to those in need, such as cleaning supplies,

clothing, food and shelter, and assistance with post-emergency cleanup.
4. Identify those whose needs have not been met and help coordinate the provision of assistance.

B. Individual and Households

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

1. Reduce hazards in their homes.
2. Prepare emergency supply kits and household emergency plans.
3. Monitor emergency communications.
4. Volunteer with established emergency response organizations.
5. Enroll in emergency response training courses.

C. County Response Partners

The County EMD has been appointed under the authority of the Board of County Commissioners. The County EMD is responsible for developing a county-wide emergency management program to facilitate a coordinated response to a major emergency or disaster. This program is developed through cooperative planning efforts with the incorporated and unincorporated communities of the county. Roles and responsibilities of county emergency management include the following tasks:

1. Serve as the lead agency for all natural and man-made disasters.
2. Provide resources when requested, if available.
3. Forward requests for a Declaration of Emergency to the Oregon Department of Emergency Management when requested resources are not available.
4. Provide a representative to the Emergency Operations Center.
5. Actively participate in the emergency planning process.

D. State Response Partners

Under the provisions of ORS 401.055 through 401.155, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-Declared Emergency. The director of ODEM is delegated authority by ORS 401.260 to 401.280 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency response with other states and the Federal government.

Under the direction and control of department heads, agencies of the state government represent the State Emergency Support Functions. Responsibility for conducting emergency support functions is assigned by the Governor to the department best suited to carry out each function applicable to the emergency. Some state agencies may call upon their federal counterparts to provide additional support and resources, following established procedures and policies for each agency.

E. Federal Response Partners

Federal response partners are typically requested by ODEM if state resources become limited or specialized services are needed. In most instances, federal resources become

available following a formal declaration of emergency by the Governor. Thus, procedures and policies for allocating and coordinating resources at the federal level follow the Oregon CEMP and, if necessary, the National Response Framework (NRF).

Continuity of Government

A. The city has not formalized a City Continuity of Operations (COOP) or a Continuity of Government (COG) plan to date.

Emergencies may disrupt normal business activities. Refer to city ordinance chapter 2.44 for the roles of government during an emergency.

Table 1-5 City Lines of Succession	
Emergency Operations	**Emergency Policy and Governance**
Emergency Program Director	City Council
Incident Commander	Mayor
Operations Chief	Council President
	City Manager

Table 1-6 Policy and operational lines of succession during an emergency

B. Each city department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in the department's head office. All employees should be trained in the protocols and contingency plans required to maintain leadership within the department. Emergency Management will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the city are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

C. Preservation of Records
It is the responsibility of City Recorder to ensure that all legal documents of both public and private nature recorded by the designated official (i.e., tax assessor, sheriff's office) be protected and preserved in accordance with applicable State and local laws. Examples include ordinances, resolutions, meeting minutes, land deeds, and tax records.

Direction and Control

The City Emergency Management Director is responsible for maintaining the readiness of the EOC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by city Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to aid in a major emergency.

A. Authority to Initiate Actions
   1. Emergency Powers
      a. City of Stayton Disaster Declaration Process

b. A declaration of a State of Emergency by the City of Stayton is the first step in accessing disaster assistance (declaration form template is found in Appendix A) but must first go through Marion County. The Stayton City Council has legal authority under ORS 401 to declare a local State of Emergency.
c. If a quorum of councilors cannot be assembled within a reasonable period, this authority is first delegated to the Emergency Management Director and Department Heads and then ratified by the Mayor and City Council as soon as practical. If the City Council is unable to act due to absence or incapacity, the Department Heads or Emergency Management Director may exercise local declaration authority. If in the judgment of the IC, time does not permit access to others authorized, the IC can declare a State of Emergency. If the declaration is made by anyone listed above other than the City Council, the City Council should convene as soon as it is practical to ratify the State of Emergency declaration. ODEM has set forth the following criteria necessary in declaring a local emergency:
    i. Incident time and date
    ii. Describe the circumstances impacting an identified area.
    iii. Identify the problems for which assistance is needed.
    iv. Clearly state what has been done locally to respond to the impact and needs.

2. Marion County Declaration Process
    a. When an emergency or disaster arises, and it is determined conditions have progressed past the staffing power, equipment, or other resource capabilities of the affected municipality, the County Emergency Management Director will request the following officials activate this EOP and the County EOC:
        i. Emergency Management Director (EMD) or designee.
        ii. Emergency Management Board Designee (EMBD).
    b. Marion County's local declaration process involves an escalation through the EMBD for a formal declaration of emergency or disaster. The declaration will be forwarded to the State of Oregon through OERS and ODEM for review by the Governor. If the Governor issues an emergency or disaster declaration, ODEM will be contacted via OERS for allocation of State resources to support the response.
    c. Resource requests and emergency/disaster declarations must be submitted by the City Emergency Program Manager to the County EMD according to provisions outlined under ORS Chapter 401. The request for a State of Emergency declaration will be documented using the Emergency Declaration Template and should be accompanied by a current Incident Status Report (ICS Form 209: Incident Status Summary). The declaration may be communicated via radio, fax, or telephone and followed by a hard copy submission.
    d. Assign responsibility for implementation of the EOP.
    e. The Emergency Program Manager of the City (or designee) is responsible for the direction and control of the City's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State. The EOC will coordinate and incorporate County, State and Federal resources into the emergency response.

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

B. Command Responsibility for Specific Actions

1. General guidance of emergency operations
   a. Designate individuals or departments responsible for overseeing and providing direction for emergency response operations.
   b. Direction and control of city emergency operations will be conducted via an ICS structure.
   c. The City Emergency Management Director has the responsibility for maintaining the readiness of the EOC and identifying and training support staff. City departments will be requested to designate personnel to work in the EOC during a major disaster. the departments may be requested to aid in a major emergency.
2. Inter-jurisdictional Coordination
   a. Municipalities
      The city is responsible for the direction and control of city resources during emergencies, including requesting additional resources from mutual aid sources. For resources not covered under mutual aid, requests shall be directed to Marion County Emergency Management.
   b. Mutual Aid
      State law (ORS 402.010 and 402.015) authorizes the city to enter into cooperative assistance agreements with public and private agencies in accordance with their needs. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services.
      State law (ORS 402.210) authorizes the creation of an intrastate mutual assistance compact among local governments within the State. The compact streamlines the process by which a local government requests assistance and temporarily acquires resources.
   c. Special Service Districts
      These districts provide services such as fire protection and water delivery systems not provided by city or county government. Each is governed by an elected Board of Directors and has policies separate from city and county government. They often overlap with city and county boundary lines and thus may serve as primary responders to emergencies within their service districts.
   d. Private Sector
      Disaster response by local government agencies may be augmented by business, industry, and volunteer organizations. The Emergency Management Director (or designee) will coordinate response efforts with business and industry; this includes aiding, as appropriate, in action taken by industry to meet state emergency preparedness regulations governing businesses providing essential

services, such as utility companies. Schools, hospitals, nursing/care homes and other institutional facilities are required by Federal, State, or local regulations to have disaster plans. The Public Information Officer (PIO) will also work with voluntary organizations to provide certain services in emergency situations, typically through previously established agreements. In the preparedness context, essential training programs will be coordinated by the sponsoring agencies of such organizations as the American Red Cross, faith-based groups, amateur radio clubs, Community Emergency Response Teams (CERT), etc.

e. County Government

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

f. State Government

The Oregon Department of Emergency Management, as defined in the State of Oregon CMEP provides support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the Federal government. The state will work through the county to provide resources.

g. Federal Government

The ODEM may ask for assistance from the Federal Government; this is done in dire circumstances. State emergency management will ask for an initial damage assessment from the county, to present to FEMA. If the costs meet the threshold, a Presidential Declaration may be declared, and locals are able to work with FEMA to recover 75% of costs associated with responding to the disaster.

3. Transition to Recovery

a. Demobilization

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

b. Recovery

Recovery comprises steps the city will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous waste, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the city can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved situation. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing the applications, processes, and functions of all annexes of this disaster plan for deficiencies.

Resources to restore or upgrade damaged areas may be available, through grants, if it can be shown additional repairs will mitigate or lessen the chances of, or damage caused by another similar disaster in the future.

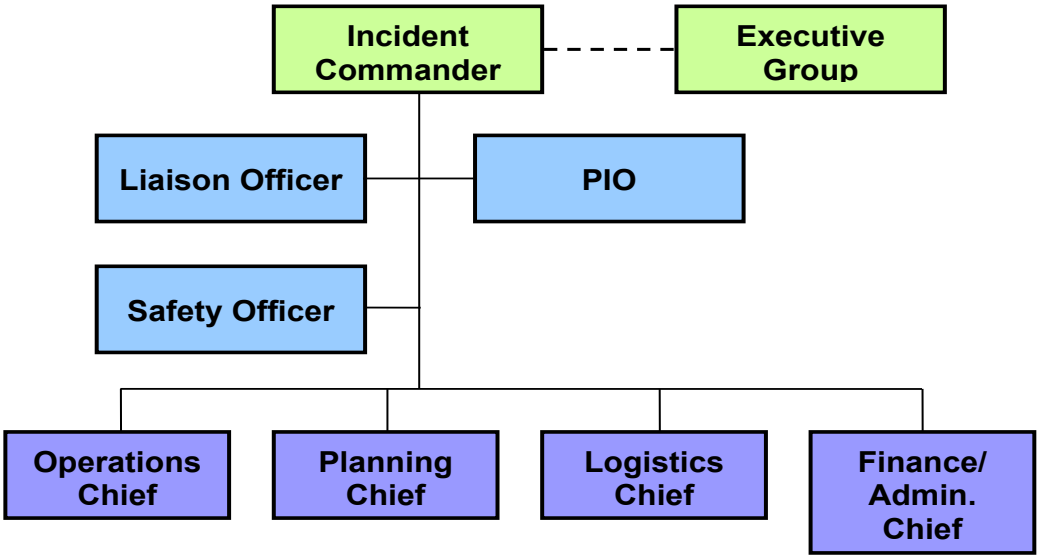

Figure 1-7 Incident Command Structure

C. Incident Command System

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

The city has established a NIMS/ICS compliant EOC command structure, supporting activation and operational procedures, and position checklists. This information is contained within this EOP; however, this document is not an EOC manual. A typical ICS organizational chart for the city is presented in Figure 1-7.

Plain language will be used during a multi-jurisdictional emergency response occurring in the city and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an

incident's size, scope, or complexity. The ability of responders from different jurisdictions and disciplines to work together depends greatly on their ability to communicate with each other.

In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the city. Thus, it is imperative for all primary and alternate EOC staff to be trained in ICS functions as well as those in their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to the existing response organizations.

1. Command Staff
   a. Incident Commander
      The IC is responsible for the following tasks:
      i. Approve and support implementation of an Incident Action Plan (IAP).
      ii. Coordinate activities supporting the incident or event.
      iii. Approve release of information through the PIO.
      iv. Perform the duties of the command staff if no one is assigned to the position.
      v. Establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
   b. Safety Officer
      The Safety Officer is generally responsible for the following tasks:
      i. Identify initial hazards, determine personal protective equipment requirements, and define decontamination areas.
      ii. Implementing site control measures.
      iii. Monitor and assess the health and safety of response personnel and support staff (including EOC staff).
      iv. Prepare and implement a site Health and Safety Plan and update the IC regarding safety issues or concerns, as necessary.
      v. Exercise emergency authority to prevent or stop unsafe acts.
   c. Public Information Officer
      A lead PIO will coordinate and manage a larger public information network representing local, County, regional, and State agencies, tribal entities, political officials, and other emergency management stakeholders. The PIO's duties include the following tasks:
      i. Develop and coordinate the release of information to incident personnel, media, and the public.
      ii. Coordinate information sharing among the public information network using a Joint Information System and, if applicable, establishing and staffing a Joint Information Center.
      iii. Implement information clearance processes with the IC.
      iv. Conduct and/or manage media briefings and implement media-monitoring activities.
   d. Liaison Officer
      Specific liaison roles may be incorporated into the command structure established

at the city and/or county EOC, depending on the type of emergency incident. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with the liaison role include the following tasks:

i. Serve as the contact point for local government officials, agency or tribal representatives, and stakeholders.
ii. Coordinate information and incident updates among interagency contacts, including the public information network.
iii. Provide resource status updates and limitations among personnel, capabilities, equipment, and facilities to the IC, government officials, and stakeholders.
iv. The annexes attached to this plan contain general guidelines for the city governmental entities, organizations, and county officials and departments to carry out responsibilities assigned at the city EOC or other designated facility where response efforts will be coordinated.

2. General Staff
   a. Operations Section Chief

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

   i. Fire (emergencies dealing with fire, earthquake with rescue, or hazardous materials).
   ii. Law Enforcement (incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations).
   iii. Public Health Officials (contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health).
   iv. Public Works (incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse).
   v. Private entities, companies, and NGOs may also support the Operations section.

   The Operations Section Chief is responsible for the following tasks:

   i. Provide organizational support and direct the implementation of operational plans and field response activities.
   ii. Develop and coordinate tactical operations to carry out the Incident Action Plan.
   iii. Manage and coordinate various liaisons representing community response partners and stakeholders.
   iv. Direct IAP tactical implementation.
   v. Request resources needed to support the IAP.

   b. Planning Section Chief

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

The Planning Section Chief is responsible for the following tasks:

i. Collect, evaluate, and distribute information regarding the incident and provide a status summary.
ii. Prepare and disseminate the IAP.
iii. Conduct planning meetings and develop alternatives for tactical operations.
iv. Maintaining resource status.

c. Logistics Section Chief

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

i. Provide and manage resources to meet the needs of incident personnel.
ii. Manage various coordination of resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
iii. Estimate future support and resource requirements.
iv. Assist with development and preparation of the IAP.

3. Finance/Administration

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

i. Compensation/Claims, Procurement, Cost, and Time.
ii. Monitoring costs related to the incident.
iii. Maintaining accounting, procurement, and personnel time records.
iv. Conducting cost analyses.

D. Unified Command

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, County, regional, State, and Federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command (UC) allows the IC position to be shared among several agencies and organizations, each with jurisdiction. UC members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional people are not required, the IC will directly manage all aspects of the incident organization.

E. Emergency Operations Center

Response activities will be coordinated from an EOC and will be activated upon notification of a possible or actual emergency and based upon the incident level of the emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will, in fact, become the seat of government for the duration of the crisis.

1. EOC Activation
   During emergency operations and upon activation, the EOC staff will assemble and exercise direction and control, as outlined below.
   a. The EOC will be activated by the City Council, Mayor, Council President, City Manager, Emergency Management Director, or IC. The IC will assume responsibility for all operations and direction and control of response functions.
   b. The Emergency Management Director will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
   c. Emergency operations will be conducted by city departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.
   d. Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
      The IC may establish a command post at the scene to maintain close contact and coordination with the EOC.
   e. Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
   f. The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
   g. As soon as it is practical, the Emergency Management Director will notify the County when the city EOC is activated. County Emergency Management should be briefed, and a preliminary determination made of whether a request for disaster declaration is likely.
   h. Periodic updates will be issued to Marion County Emergency Management as the situation requires.

F. Emergency Operations Center Location
   a. The city of Stayton EOC is established at a location in which city officials can receive information relevant to the emergency and provide coordination and control of emergency operations. The primary location for the City EOC is:

Stayton Community Center
400 West Virginia Street
Stayton, Oregon, 97383

b. If necessary, an alternate location for the city EOC is:

Stayton Canyon Communications Center
911 Jetters Way
Stayton, Oregon, 97383

Stayton Rural Fire District Station # 1
1988 West Ida Street
Stayton, Oregon, 97383

If during an emergency it becomes necessary to relocate the EOC, the Emergency Management Director will designate a facility and alert all responding agencies and the County of the new EOC location and revised contact information. If time allows, the relocated EOC will be confirmed as operational prior to the deactivation of the existing EOC. The existing EOC will be closed in accordance with de-activation procedures.

Information Collection and Dissemination

A. Information Collection and Dissemination

1. Disaster information managed by the City of Stayton Emergency Operations Center is coordinated through agency representatives located in the EOC. These representatives collect information from and disseminate information to counterparts in the field. These representatives also disseminate information within the EOC that can be used to develop courses of action and manage emergency operations.

2. Detailed procedures that identify the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and specific times the information is needed are maintained at the City of Stayton Emergency Operations Center or at the City of Stayton Records Office.

3. The Planning Section (if utilized) in the EOC will be responsible for the collection, analysis, and dissemination of incident-specific information through various mechanisms, including situation status reports, briefings, email communication, maps, and graphics.

4. During an activation of the EOC, a situation report will be developed and issued at the end of each operational period or more frequently if necessary. Each department will gather and provide information to the Planning Section. The Planning Section will be responsible for analyzing and developing a draft situation report that will be reviewed and approved by the Emergency Management Director before release.

Communications

A. Communications
Traditional communication lines, such as landline telephones, cellular phones, internet/e-mail, and radio, will be utilized by response personnel throughout the duration of response activities.

The City of Stayton is part of the METCOM system. METCOM will receive calls and dispatch emergency personnel as needed. Emergency notifications can reach all landline phones within METCOM's service area. Citizens who have opted into the Everbridge system can also receive alerts on their cell phones.

B. METCOM has access to the FEMA National Emergency System, known as the Integrated Public Alert and Warning System (IPAWS). This system enables METCOM to send emergency notifications to all cellular devices within the affected area, regardless of Everbridge enrollment, during serious or life-threatening events such as natural disasters. IPAWS also allows METCOM to disseminate alerts through the Emergency Alert System (EAS).

C. In addition to Everbridge, the City uses FlashAlert to distribute emergency information to the public. The City also communicates updates through its official website and social media platforms.

The Emergency Management Director shall provide the public with educational/ instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency or department.

1. External partners can be activated and coordinated through city EOC communications.
2. Alert and Warning (Stayton Police Department)
    a. Once an emergency has occurred, the following tasks are necessary to ensure the proper agencies are notified, helping to facilitate a quick and coordinated response.
    b. Disseminate emergency public information, as requested.
    c. Receive and disseminate warning information to the public and key county and city officials and mobilize city staff as necessary.
    d. Prepare and maintain supporting SOPs and annexes.
3. Communication Systems maintained by METCOM 911.
4. The following tasks are necessary to ensure the city maintains reliable and effective communication among responders and local government agencies during an emergency:
    b. Establish and maintain emergency communications systems for all city departments (including the Stayton Fire District).
    a. Manage and coordinate all emergency communications operated within the EOC, once activated.

b. Coordinate use of all public and private communication systems necessary during emergencies.
c. Maintain internal notification/call rosters.
d. Maintain a communications link between the EOC and field operations.
e. Participate in the emergency planning process; prepare and maintain SOPs and annexes supporting this plan.

Administration, Finance, and Logistics

A. General Policies

This section outlines general policies for administering resources, including the following:

1. Funding and Accounting
   a. During an emergency, the city is likely to find it necessary to redirect city funds to effectively respond to the incident. 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.
   b. If an incident in the city requires major redirection of the city's fiscal resources, the following general procedures will be followed:
      i. The City Council will meet in an emergency session to decide how to respond to the emergency funding needs.
      ii. The City Council will declare a State of Emergency and request assistance through the County.
      iii. If a quorum of Councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Recorder (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
      iv. 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.
2. Records and Reports
   a. Resource requests and emergency/disaster declarations must be submitted by the City Emergency Management Director to the County EMD according to provisions outlined under ORS Chapter 401. The request for a State of Emergency declaration will be documented using the Emergency Declaration Template and should be accompanied by a current Incident Status Report (ICS Form 209: Incident Status Summary). The declaration may be communicated via radio, fax, or telephone and followed by a hard copy, with the signature of the official, for submission.
   b. The Emergency Management Director of the City (or designee) is responsible for the direction and control of the city's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through Marion County Emergency Management. County Emergency Management processes subsequent assistance requests to the State. The EOC will coordinate and incorporate County, State, and Federal resources into the emergency response.
   c. In the case of emergencies involving fires threatening life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Oregon Department of the State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Stayton Fire District Fire Chief and Marion County Fire District Defense Board will assess the status of the incident(s) and, after all criteria have been met for invoking the Conflagration Act, notify the State Fire

Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

3. Agreements and Understandings
   a. State law (ORS 401.480 and 401.490) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs e.g., the ORCAA Oregon Resource Coordination Assistance Agreement. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).
   b. Existing Mutual Aid Agreements are identified in Appendix B of this plan.
   c. The City of Stayton will develop and maintain mutual aid agreements, both formal and informal, facilitating the availability and delivery of additional resources to the scene of an emergency. Each department is responsible for developing the agreements necessary to augment available resources. Copies of these documents can be accessed in each department or within Appendix A. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources. Once mutual aid and intergovernmental agreements are activated, the EOC will coordinate mutual aid and neighboring jurisdiction resources into the emergency response.
4. Assistance Stipulations
   a. Local policies that have been established regarding the use of volunteers or accepting donated goods and services should be summarized. Elements that should be addressed in this section include:
      i. Administration of insurance claims
      ii. Consumer protection
      iii. Duplication of benefits
      iv. Nondiscrimination
      v. Relief assistance
      vi. Preservation of environment and historic properties
5. Resources

   Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:
   a. The city EOC Staff has the authority under emergency conditions to establish priorities for the assignment and use of all city resources. The city will commit all its resources, if necessary, to protect life and property.
   b. The Emergency Management Director, City Manager or designee has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority.
   c. Deploy resources according to the following priorities:
      i. Protection of life,
      ii. Protection of responding resources,
      iii. Protection of public facilities, and
      iv. Protection of private property.
   d. Distribute resources in a manner that provides the most benefit for the number of local resources expended.

e. Coordinate citizens appeal for assistance through the PIO at the EOC. Local media will be used to provide citizens with information about where to make these requests.
f. Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
g. 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.
h. 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.

Plan Development and Maintenance

A. Plan Development

1. The city of Stayton Emergency Management Director is responsible for developing, maintaining, and distributing the city EOP.
2. The EOP has been developed by the Alliance Solutions Group with assistance and input from city departments and partner organizations.

B. Plan Maintenance

1. Requirements
   a. The Emergency Management Director will maintain, distribute, and update the EOP. Responsible officials should recommend changes and provide updated information periodically (e.g., changes of personnel and available resources). Revisions will be forwarded to people on the distribution list.
   b. Directors of supporting agencies have the responsibility of maintaining internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.
2. Review and Update
   At a minimum, this EOP will be formally reviewed and re-promulgated every five years in alignment with State requirements. This review will be coordinated by the City Manager and the City Emergency Management Director and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:
   a. Verify contact information.
   b. Review the status of resources noted in the plan.
   c. Evaluate the procedures outlined in this plan to ensure their continued viability.

      Recommended changes should be forwarded to:
      City of Stayton, City Hall
      362 N. Third Ave
      Stayton, OR 97383

   d. In addition, lead agencies will review the annexes and appendices assigned to their respective departments. Any changes in the plan will be noted in the Record of Plan Changes.
3. Changes should be made to plans and appendices when the documents are no longer current. Changes in planning documents may be needed:
   a. When hazard consequences or risk areas change.
   b. When the concept of operations for emergencies changes.
   c. When departments, agencies, or groups that perform emergency functions are reorganized and can no longer perform the emergency tasks laid out in planning documents.
   d. When warning and communications systems change.
   e. When additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available.
   f. When a training exercise or an actual emergency reveals significant deficiencies in existing planning documents.

g. When State/territorial or Federal planning standards for the documents are revised.

4. Methods of updating planning documents
   a. A revision is a complete rewrite of an existing EOP or appendix that essentially results in a new document. Revision is advisable when numerous pages of the document must be updated, when major portions of the existing document must be deleted or substantial text added, or when the existing document was prepared using a word processing program that is obsolete or no longer available. Revised documents should be given a new date and require new signatures by officials.
   b. A formal change to a planning document involves updating portions of the document by making specific changes to a limited number of pages. Changes are typically numbered to identify them and are issued to holders of the document with a cover memorandum that has replacement pages attached. The cover memorandum indicates which pages are to be removed and which replacement pages are to be inserted in the document to update it. The person receiving the change is expected to make the required page changes to the document and then annotate the record of changes at the front of the document to indicate that the change has been incorporated into the document. A change to a document does not alter the original document date; new signatures on the document need not be obtained.

Authorities and References

A. Legal Authority

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save lives, protect property, and the environment. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a State of Emergency.

The city conducts all emergency functions in a manner consistent with NIMS. As approved by the City Council, the Emergency Management Director has been identified as the lead agency.

Table 1-8 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-8 Legal Authorities

Federal
Homeland Security Act of 2002 (Public Law 107-296). (2002). Retrieved from U.S. Department of Homeland Security
Robert T. Stafford Disaster Relief and Emergency Assistance. (2013, April). Retrieved from FEMA
Homeland Security Policy Directive / HSPD-5: Management of Domestic Incidents. (n.d.)
Presidential Policy Directive / PPD-8: National Preparedness. (N.d.). Retrieved from U.S. Department of Homeland Security
State of Oregon
Oregon Revised Statues (ORS) 2017 Edition. Chapter 401 through 404. (2017). Retrieved from Oregon Legislature
State of Oregon Comprehensive Emergency Management Plan. (2023-2026). Retrieved from Oregon Department of Emergency Management
Marion County
The emergency ordinance of Marion County, Chapter 2.35; authority granted to the Marion County Board of Commissioners (1994)
Marion County Emergency Operations Plan (2020-2025), as amended
City of Stayton
Stayton Municipal Code Title 2.44 Emergency Management Plan

This page intentionally left blank.

Appendix A

Emergency Declaration Form

DECLARATION OF EMERGENCY

To: _____,
Marion County Emergency Management
From: _____,
City of Stayton, Oregon
At _____ (time) on _____ (date),
a/an _____ (description of emergency incident or event type) occurred in the City of Stayton threatening life and property.

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

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

Signed: _____
Title: _____ Date & Time: _____

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

Appendix B

Mutual Aid Agreements

- Oregon Resource Coordination Assistance Agreement (ORCAA)

Appendix C

Glossary of Terms

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

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

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

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

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

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

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

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

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

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between

the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

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

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program providing a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For

additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at http://www.hseep.dhs.gov.

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

Incident: An occurrence, naturally or human-caused, requiring 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 Action Plan: An oral or written plan containing general objective reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments providing direction and important information for managing the incident during one or more operational periods.

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

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure reflecting 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.

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

Incident Management Team: The IC and appropriate Command and General Staff personnel assigned to an incident who have specific training to respond to and emergency incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategies and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of NIMS stipulating systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and NIMS functions are to be effective in domestic incident management. Interoperability and compatibility are achieved by such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (October 2017)

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

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

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

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) leading to the improved performance of others in the same discipline.

Liaison: Communication or cooperation which facilitates a close working relationship between people or organizations.

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

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

"Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the

President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

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

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

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

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

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

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions stipulating they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System: A system mandated by HSPD-5 which 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.

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

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

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

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

Plain Language: Common terms and definitions understood by individuals from all responder disciplines. The intent of plain language is to ensure clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf .

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

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

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.

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

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 including countermeasures such 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 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.

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

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

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

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

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.

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

Resource Typing: Resource typing is the categorization of resources commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster.

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

Response: Activities addressing short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response

activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

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

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

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

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

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

Standard Operating Procedures: A complete reference document detailing the procedures for performing a single function or several independent functions.

Standardization: A principle of NIMS providing a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (October 2017)

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

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

Strategy: The general direction selected to accomplish incident objectives set by the IC.

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

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

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

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity involving 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.

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

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

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.

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

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

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

Appendix D

Emergency Support Functions (ESF)

A. City officials and emergency responders may need to coordinate with state and federal departments or officials who utilize the Emergency Support Function (ESF) concept. The chart below and definitions will aid in the endeavor.

Marion County ESFs and Organizations
Effective Date: January 2025

● **Primary Agency**
○ **Supporting Agency**

	1 Transportation	2 Communication	3 Public Works	4 Firefighting	5 Information & Planning	6 Mass Care	7 Resource Support	8 Health & Medical	9 Search & Rescue	10 Hazardous Materials	11 Agriculture, Animals, Natural Resources	12 Energy	13 Public Safety & Security	14 Business & Industry	15 Public Information	16 Volunteers & Donations	17 Cyber & Infrastructure Security	18 Military Support
Marion County Board of Commissioners	○	○			○	○		○						○	●			
Marion County Community Services					○		○				○			●				
Communications/METCOM/WVCC		○		○	○		○						○		○			
Marion County Fire District #1 (MCFD#1)				●	○		○			○					○			
Marion County Emergency Management	○	○	○	○	●	○	○	○	○	○	○	○	○	○	○	●	○	○
Marion County Finance					○		●									○		
Marion County Business Services					○	○	●			○		○				○		
Marion County Fire Defense Board	○			●	○			○	○	●								
Marion County Health & Human Services	○			○	○	●	○	●	○	○	○				○	○		
Behavioral Health					○	○	○	○										
Human Services					○	○	○	○										
Public Health					○	○	○	●		○	○				○	○		
Environmental Health	○				○	●	○	○								○		
Marion County Sheriff's Office	○				○	○	○	○	●				●		●			○
Marion County Information Technology		●			○		○										●	
Marion County Public Works	●	○	●		○	○	○	○		○	●	○						
Fleet Services	○				○		○											
Road Maintenance	●				○		○											
Environmental & Solid Waste					○		○			○								

Figure 1-8 Marion County ESF Chart

Emergency Support Function Definitions

A. **Emergency Support Function (ESF) 1 - Transportation** describes how the City and County will coordinate transportation needs during a time of a major emergency or disaster, including assessing damage to and restoring and maintaining transportation networks—specifically, roads and bridges.

B. **ESF 2 - Communication** coordinates governmental and non-governmental organizations that provide the communications and information technology capabilities necessary to support response efforts, facilitate the delivery of information to emergency management decision makers, and stabilize systems following natural and human-caused incidents.

C. **ESF 3 – Public Works** coordinates the capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to prepare for, respond to, and/or recover from a disaster or an incident.

D. **ESF 4 – Firefighting** supports fire protection organizations to detect and suppress urban, rural, and wildland fires resulting from, or occurring coincidentally with a significant disaster or incident.

E. **ESF 5 – Information and Planning** supports and facilitates multiagency planning and coordination for operations involving incidents requiring coordination, such as, incident action planning, information collection, analysis, and dissemination.

F. **ESF 6 – Mass Care** coordinates the delivery of mass care and emergency assistance, including disaster housing, and human services.

G. **ESF 7 – Resource Support** coordinates logistical and resource planning, management, and sustainment capability to meet the needs of disaster survivors and responders.

H. **ESF 8 – Public Health and Medical Services** coordinates the mechanisms for assistance in response to an actual or potential public health or medical disaster or incident; includes medical surge support including patient movement, behavioral health services, and mass fatality management.

I. **ESF 9 – Search and Rescue** coordinates the rapid deployment of search and rescue resources to provide specialized lifesaving assistance; structural collapse (urban search and rescue), maritime, costal, waterborne, and land.

J. **ESF 10 – Hazardous Materials** coordinates the support and response to an actual or potential discharge and/or release of oil or hazardous materials. Functions could include environmental assessment of nature and extent of oil and hazardous materials contamination, environmental decontamination and cleanup.

K. **ESF 11 – Agriculture, Animals, and Natural Resources** coordinates a variety of functions designated to protect the food supply, respond to plant and animal pest and disease outbreaks, and protect natural and cultural resources.

L. **ESF 12 – Energy** facilitates the reestablishment of damaged energy systems and components and provides technical expertise during an incident involving radiological/nuclear materials.

M. **ESF 13 – Public Safety & Security** how the City and County will coordinate plans, procedures, and resources to support law enforcement activities during a major disaster or incident.

N. **ESF 14 – Business and Industry** how the County will partner with business and industry to coordinate actions that will provide immediate and short-term assistance for the needs of the business, industry, and economic stabilization.
O. **ESF 15 – Public Information** ensures sustained operations exist in the support of government during an incident to provide accurate, coordinated, and timely information to affected populations, governments, and the media.
P. **ESF 16 – Volunteers and Donations** coordination of spontaneous volunteers and unsolicited donations or cash, goods, and services to support local emergency operations.
Q. **ESF 17 – Cyber and Critical Infrastructure Security** describes how Information Technology will coordinate plans, procedures and resources to support the response to protect cyber and critical infrastructure and key resources threatened by human or natural caused emergencies.
R. **ESF 18 – Military Support** describes how the State of Oregon will coordinate military support to civil authorities in times of a disaster.

Appendix E
Acronyms

CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
ClimRR	Climate Risk & Resilience
COG	Continuity of Government
COOP	Continuity of Operations Plan
CR2K	Community Right-to-Know
EAS	Emergency Alert System
EF	Enhanced Fujita
EMBD	Emergency Management Board Designee
EMD	Emergency Management Director
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert & Warning System
MACS	Multi-Agency Coordination System
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NRF	National Response Framework
NRI	National Risk Index
ODEM	Oregon Department of Emergency Management
OERS	Oregon Emergency Response System
ORCAA	Oregon Resources Coordination Assistance Agreement
ORS	Oregon Revised Statute
PIO	Public Information Officer
RCP	Representative Concentration Pathway
SOP	Standard Operating Procedures
UC	Unified Command
USGS	United States Geological Service