



City of Tigard

Tigard Workshop Meeting – Agenda

TIGARD CITY COUNCIL

MEETING DATE AND TIME: May 19, 2015 - 6:30 p.m.

MEETING LOCATION: City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

PUBLIC NOTICE:

Times noted are estimated.

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Upon request, the City will also endeavor to arrange for the following services:

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- Qualified bilingual interpreters.

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Workshop meetings are cablecast on Tualatin Valley Community TV as follows:

Replay Schedule for Tigard City Council Workshop Meetings - Channel 28

- Every Sunday at 12 a.m.
- Every Monday at 1 p.m.
- Every Thursday at 12 p.m.
- Every Friday at 10:30 a.m.

SEE ATTACHED AGENDA



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MEETING DATE AND TIME: May 19, 2015 - 6:30 p.m.

MEETING LOCATION: City of Tigard - Town Hall - 13125 SW Hall Blvd., Tigard, OR 97223

6:30 PM

1. WORKSHOP AND BUSINESS MEETING
 - A. Call to Order - Tigard City Council
 - B. Roll Call
 - C. Pledge of Allegiance
 - D. Call to Council and Staff for Non Agenda Items

CITY COUNCIL BUSINESS MEETING

2. LEGISLATIVE PUBLIC HEARING ON PARKS SDCs AND FEES - **6:35 p.m. estimated time**
3. CONSIDER AUTHORIZING THE CITY MANAGER TO EXECUTE AN AMENDMENT TO THE COMMUNITY DEVELOPMENT BLOCK GRANT AGREEMENT FOR THE SIDEWALK IN-FILL FOR THE 95TH AVENUE & NORTH DAKOTA PROJECT - **7:35 p.m. estimated time**

CITY COUNCIL WORKSHOP MEETING

4. BRIEFING ON THE UPDATED EMERGENCY OPERATIONS PLAN - **7:40 p.m. estimated time**
5. DISCUSSION OF UPCOMING CONTRACT FOR DIRKSEN PARK OAK SAVANNA PROJECT - **8:25 p.m. estimated time**
6. BRIEFING ON METRO COMMUNITY PLANNING AND DEVELOPMENT GRANT APPLICATION FOR THE TIGARD TRIANGLE - **8:35 p.m. estimated time**
7. BRIEFING ON METRO COMMUNITY PLANNING AND DEVELOPMENT GRANT APPLICATION FOR DOWNTOWN - **8:40 p.m. estimated time**
8. BRIEFING ON RESULTS OF THE STRATEGIC PLAN CODE AUDIT - **8:45 p.m. estimated time**

9. DISCUSSION ON NEXT STEPS AFTER THE YMCA SURVEY - **9:00 p.m. estimated time**
10. CONTINUED DISCUSSION ON POSSIBLE BALLOT MEASURE ITEMS - **9:15 p.m. estimated time**
11. NON AGENDA ITEMS - **9:35 p.m. estimated time**
12. EXECUTIVE SESSION: The Tigard City Council may go into Executive Session. If an Executive Session is called to order, the appropriate ORS citation will be announced identifying the applicable statute. All discussions are confidential and those present may disclose nothing from the Session. Representatives of the news media are allowed to attend Executive Sessions, as provided by ORS 192.660(4), but must not disclose any information discussed. No Executive Session may be held for the purpose of taking any final action or making any final decision. Executive Sessions are closed to the public.
13. ADJOURNMENT - **9:40 p.m. estimated time**

AIS-2242

2.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 60 Minutes

Agenda Title: Public Hearing: Parks SDC Discussion

Prepared For: Toby LaFrance **Submitted By:** Carol Krager, City Management

Item Type: Motion Requested **Meeting Type:** Council Workshop Mtg.
Ordinance
Public Hearing - Legislative

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Shall Council adopt an ordinance adopting a methodology and other provisions relating to the imposition and collection of parks system development charges (SDCs) for the City of Tigard?

STAFF RECOMMENDATION / ACTION REQUEST

Staff recommends adoption of the ordinance.

KEY FACTS AND INFORMATION SUMMARY

Staff has been reviewing ways to finance Tigard's future system infrastructure (streets, water, sewer, storm, parks and public facilities systems) over the last year. This effort is being done for citywide purposes, in concert with the River Terrace Infrastructure Funding Strategy. On December 16, 2014, Council adopted the River Terrace Infrastructure Funding Strategy, representing the financial toolbox for funding needed infrastructure in River Terrace. Many of the adopted recommendations need Council action to implement.

Included in that strategy are System Development Charges (SDCs) for Parks. SDC's are one-time charges paid by developers to pay for their impact on city infrastructure. Council discussed the SDC proposal in workshops on February 17, 2015 and March 17, 2015 and in a recent hearing on April 28, 2015.

The city currently has a citywide Parks SDC to pay for park improvements. The funding strategy recommends an update as well as the creation of an area-specific Parks SDC for River Terrace. The methodology report incorporates those elements and includes a reimbursement portion of the SDC that will permit the city to pay for replacement of existing parks infrastructure that has been developed previously.

Based on the direction provided in the River Terrace Funding Strategy, the two workshops, and the hearing, this hearing provides Council the opportunity to adopt Parks SDC's with the following key policy decisions:

1. Parks SDC's will have a citywide reimbursement portion, citywide improvement portion, and River Terrace Overlay.
2. Parks SDCs in River Terrace are discounted from the maximum fee permitted by law. This is consistent with the River Terrace Funding Strategy.
3. The citywide SDCs for parks and the River Terrace Overlay SDC for parks will issue credits in the current standard method where SDC credits are issued to overbuilding a facility beyond the local portion.
4. SDC Credits will be transferable between developers within the SDC fee area for which they were earned.
5. SDC Credits will expire within 10 years.

At the hearing on April 28, 2015, Council instructed staff to meet with the development community, including the commercial development community to brief them on the methodology and discuss the costs of parks on the project list in the methodology report. This meeting will take place on May 7, 2015. During this hearing, staff will report on the results of that meeting.

Adoption of the new fees requires two hearings. This first hearing will adopt the SDC methodology. A second hearing to follow will adopt the fees by amending the Master Fees and Charges. Staff plans to include this change as part of the Master Fees and Charges hearing already scheduled for June 9, 2015 as part of the budget adoption hearings.

Attached to this hearing packet are:

1. Ordinance adopting the SDC methodology.
2. Exhibit A - Parks SDC Methodology Report. This is the clean copy that amends the original document with the changes based on Council policy direction provided in the public workshops. For the hearing on April 28, 2015, the materials included the Original Public Review Draft of the Methodology Report that has been available for review for over 60 days, as required by state law and the Addendum to the Original Public Review Draft showing the changes that have been made to the document, based on Council policy direction provided in public workshops.

OTHER ALTERNATIVES

Council can continue the hearing to request additional information from staff and consultants prior to adoption of the SDC methodology. This will result in a delay in implementing the SDCs.

Council could propose no action on the SDCs. The result of no action is that funding for infrastructure does not keep up with growth.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

Infrastructure Financing Project (River Terrace and Citywide)

- Council briefing
- SDC notice and methodology
- Council hearing

DATES OF PREVIOUS CONSIDERATION

05/20/2014 - River Terrace Funding Strategy Introduction

06/17/2014 - River Terrace Preliminary Funding Strategy and Parks and Transportation System Plan Addenda Briefing

07/08/2014 - Infrastructure Financing Project (River Terrace & Citywide) Discussion

08/12/2014 - LCRB award to FCS Group for Infrastructure Financing Study

09/23/2014 - River Terrace Draft Funding Strategy Briefing

10/21/2014 - River Terrace Draft Funding Strategy Plan Briefing Follow-up

12/16/2014 - River Terrace Funding Strategy Adoption

02/17/2015 - Parks and Transportation SDCs Workshop

03/17/2015 - Second Parks and Transportation SDCs Workshop

04/28/2015 - Hearing on Parks and Transportation SDCs

Attachments

Ordinance

Exhibit A - Parks SDC Methodology Report

CITY OF TIGARD, OREGON
TIGARD CITY COUNCIL
ORDINANCE NO. 15-

AN ORDINANCE ADOPTING A METHODOLOGY RELATING TO THE IMPOSITION AND
COLLECTION OF SYSTEM DEVELOPMENT CHARGES FOR PARKS

WHEREAS, the City has commissioned and authorized the preparation of a methodology for calculation of parks related system development charges (SDCs) for the City of Tigard, resulting in a new "Parks SDC Methodology Report"; and

WHEREAS, the City intends to use its parks SDCs as a way to balance the capital funding needed for improved park facilities between existing residents and future residents of this community; and

WHEREAS, the City intends for development in the River Terrace development area pay for the neighborhood parks in this area.

NOW, THEREFORE, THE CITY OF TIGARD ORDAINS AS FOLLOWS:

SECTION 1: The Parks SDC Methodology Report in Exhibit A is adopted.

SECTION 2: This ordinance shall be effective 30 days after its passage by the council, signature by the mayor, and posting by the city recorder.

PASSED: By _____ vote of all council members present after being read by number and title only, this ____ day of _____, 2015.

Carol A. Krager, City Recorder

APPROVED: By Tigard City Council this ____ day of _____, 2015.

John L. Cook, Mayor

Approved as to form:

City Attorney

Date

Exhibit A

Tigard, Oregon



PARKS & RECREATION SYSTEM DEVELOPMENT CHARGE METHODOLOGY REPORT

April 9, 2015



This entire report is made of readily recyclable materials, including the bronze wire binding and the front and back cover, which are made from post-consumer recycled plastic bottles.

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SECTION I: BACKGROUND

This section describes the policy context and project scope upon which the body of this report is based.

A. POLICY

Oregon Revised Statutes (ORS) 223.297 to 223.314 authorize local governments to establish system development charges (SDCs). These are one-time fees on new development which are paid at the time of development. SDCs are intended to recover a fair share of the cost of existing and planned facilities that provide capacity to serve future growth.

ORS 223.299 defines two types of SDC:

- A reimbursement fee that is designed to recover “costs associated with capital improvements already constructed, or under construction when the fee is established, for which the local government determines that capacity exists”
- An improvement fee that is designed to recover “costs associated with capital improvements to be constructed”

ORS 223.304(1) states, in part, that a reimbursement fee must be based on “the value of unused capacity available to future system users or the cost of existing facilities” and must account for prior contributions by existing users and any gifted or grant-funded facilities. The calculation must “promote the objective of future system users contributing no more than an equitable share to the cost of existing facilities.” A reimbursement fee may be spent on any capital improvement related to the system for which it is being charged (whether cash-financed or debt-financed).

ORS 223.304(2) states, in part, that an improvement fee must be calculated to include only the cost of projected capital improvements needed to increase system capacity for future users. In other words, the cost of planned projects that correct existing deficiencies or do not otherwise increase capacity for future users may not be included in the improvement fee calculation. An improvement fee may be spent only on capital improvements (or portions thereof) that increase the capacity of the system for which it is being charged (whether cash-financed or debt-financed).

B. PROJECT

In August, 2014, the City of Tigard (City) contracted with FCS GROUP to update its SDCs for parks. This report documents our findings and recommendations.

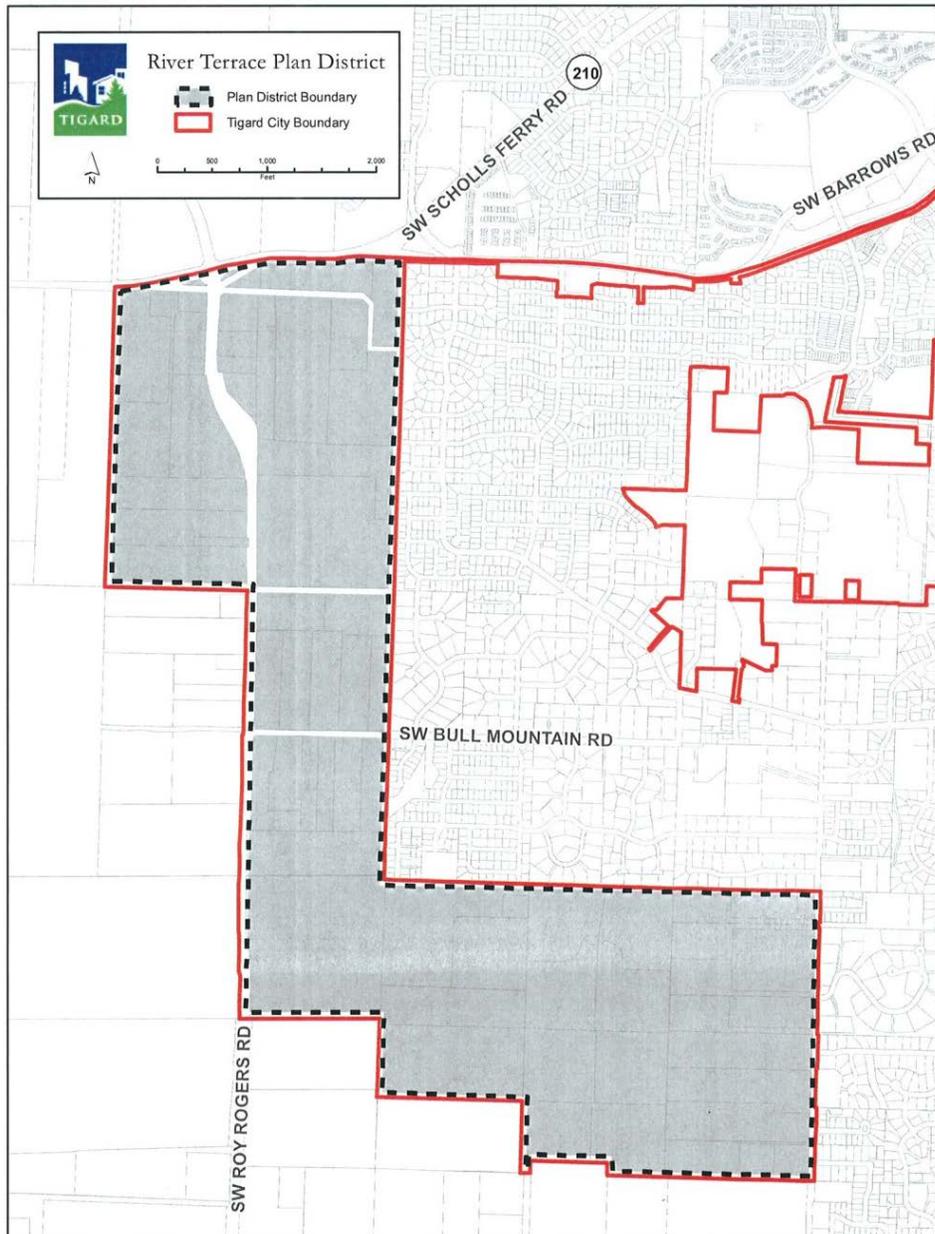
We approached this project as a series of three steps:

- **Framework for Charges.** In this step, we worked with City staff to identify and agree on the approach to be used and the components to be included in the analysis.
- **Technical Analysis.** In this step, we worked with City staff to isolate the recoverable portion of planned facility costs and calculate draft SDC rates.

- **Draft Methodology Report Preparation.** In this step, we documented the calculation of the draft SDC rates included in this report.

This Tigard Parks and Recreation SDC Methodology Report is intended to be generally consistent with the River Terrace Funding Strategy, adopted by Tigard City Council in December 2014. The adopted funding strategy supports the creation of an SDC overlay district within the River Terrace Plan District. Please refer to City of Tigard Community Development Code: Map 18.660 for tax lots that are included in the River Terrace Plan District (**Exhibit 1.1**). Once this Parks SDC methodology is adopted, future development in Tigard would be subject to a citywide SDC, and development within River Terrace would also be subject to both the citywide SDC and the River Terrace SDC.

Exhibit 1.1: River Terrace Plan District



SECTION II: APPROACH

This section provides a non-numeric overview of the calculations that result in SDC rates.

A. REIMBURSEMENT FEE

In order for a reimbursement fee to be calculated, excess (i.e., not currently utilized) capacity must be available to serve future growth. The reimbursement fee is the original cost of available capacity per unit of growth which will use that capacity. The unit of growth, whether number of new residents or number of new employees, is the basis of the fee.

For parks facilities, available capacity is equal to that portion of the current inventory of parks facilities that exceeds the adopted standard for level of service.

B. IMPROVEMENT FEE

The improvement fee is the cost of capacity-increasing capital projects per unit of growth that those projects will serve. The unit of growth, whether number of new residents or number of new employees, is the basis of the fee. In reality, the capacity added by many projects serves a dual purpose of both meeting existing demand and serving future growth. To compute a compliant SDC rate, growth-related costs must be isolated and costs related to current demand must be excluded.

We have used the “capacity approach” to allocate costs to the improvement fee basis. Under this approach, the cost of a given project is allocated to growth in proportion to the growth-related capacity that projects of a similar type will create. For example, suppose that a city’s master plan included the acquisition and development of 100 acres of new neighborhood parks. Suppose further that our analysis determined that 30 acres were required to meet existing demand, and 70 acres were required to serve future users. In that case, only 70 percent of the cost for any new neighborhood park would be eligible for recovery with an improvement fee.

C. GROWTH

Growth should be measured in units that most directly reflect the source of demand. In the case of parks, the most applicable units of growth are population and, where appropriate, employees (or new jobs). However, the units in which demand is expressed may not be the same as the units in which SDC rates are charged. Many SDCs, for example, are charged in the basis of new dwelling units. Therefore, conversion is often necessary from units of demand to units of payment. For example, using an average number of residents per household, the number of new residents can be converted to the number of new dwelling units.

D. COMPLIANCE COSTS

ORS 223.307(5) authorizes the expenditure of SDCs on “the costs of complying with the provisions of ORS 223.297 to 223.314, including the costs of developing system development charge methodologies and providing an annual accounting of system development charge expenditures.” To avoid spending monies for compliance that might otherwise have been spent on growth-related projects, this report includes an estimate of compliance costs in its SDC rates.

E. GEOGRAPHIC ALLOCATION

Parks SDCs are often calculated and applied uniformly throughout a municipality, but such uniformity is not a legal requirement. Municipalities can calculate and impose area-specific SDCs. Area-specific SDCs allow a municipality to identify and isolate differential costs to serve particular areas within its jurisdiction. SDCs are calculated separately for each area, and improvement fees must be spent on projects in the improvement fee cost basis for the area in which those improvement fees were earned.

Area-specific SDCs can be implemented in two ways. The first way is to divide the municipality into a set of non-overlapping areas. Under this method, the SDCs for a particular area are determined by the assets, projects, and projected growth in that area. The second method is a layered approach. The first layer consists of a citywide SDC based on assets and projects of citywide benefit. The second layer consists of one or more overlays. Each overlay is a separate list of assets and projects that benefit a particular area within the city. For each overlay, the cost bases are divided by projected growth in that particular area. Development within an overlay pays both the citywide SDC and the overlay SDC. Development outside of an overlay pays only the citywide SDC.

Given the City’s desire to isolate the costs of serving River Terrace, we recommend (and have calculated in this report) both a citywide SDC and an overlay SDC for River Terrace.

F. SUMMARY

In general, SDC rates are calculated by adding the reimbursement fee component, improvement fee component, and compliance cost component. Each component is calculated by dividing the eligible cost by the growth of units of demand. The unit of demand becomes the basis of the charge. **Exhibit 2.1** shows this calculation in equation format:

Exhibit 2.1 – SDC Equation						
Eligible costs of available capacity in existing facilities	+	Eligible costs of capacity-increasing capital improvements	+	Costs of complying with Oregon SDC law	=	SDC per unit of growth in demand
Units of growth in demand						

Section III of this report provides detailed calculations related to growth in demand, which is the denominator in the SDC equation. **Section IV** of this report provides detailed calculations on eligible costs, which is the numerator in the SDC equation.

SECTION III: GROWTH CALCULATION

This section provides detailed calculations related to growth in demand, which is the denominator in the SDC equation.

A. RELEVANT TYPES OF GROWTH

Parks and recreation facilities benefit City residents, businesses, non-resident employees, and visitors. The methodology used to update the City's Parks and Recreation SDCs establishes the required connection between the demands of growth and the SDC by identifying specific types of park and recreation facilities and analyzing the proportionate need of residents and employees for each type of facility. The SDCs to be paid by a development meet statutory requirements because they are based on the nature of the development and the extent of the impact of that development on the types of park and recreation facilities for which they are charged.

The Parks and Recreation SDCs are calculated based on the specific impact a development is expected to have on the City's population and employment. For facilities that are not generally used by employees (e.g., neighborhood parks), only a residential SDC may be charged. For facilities that benefit both residents and employees (e.g., community parks), an SDC may be charged for both residential and non-residential development.

B. POPULATION GROWTH

Having established the relevance of population, we now quantify expected growth in population and convert the result to dwelling units.

B.1 Expected Growth

Based on the City's Transportation System Plan (as amended to include River Terrace), the City's population is expected to grow from 50,851 in 2015 to 72,034 in 2035. In other words, the City is expected to add 21,183 residents over 20 years at a compound average growth rate of 1.76 percent per year.

Of the 21,183 new residents, 6,174 are expected to reside in River Terrace.

B.2 Conversion to Dwelling Units

Residential SDCs are initially calculated based on costs per capita but are ultimately charged based on dwelling units. To convert population to dwelling units, we analyzed data gathered for Tigard from the 2010-2012 American Community Survey. **Table 3.1** shows the resulting conversion factors:

Table 3.1: Residents Per Dwelling Unit, City of Tigard

Dwelling Type	Dwelling Units	Residents	Residents per Dwelling Unit
Single-family residences	14,099	35,891	2.55
Multifamily/other residences	6,718	13,027	1.94
Total or Average	20,817	48,918	2.35

Source: U. S. Census Bureau, 2010-2012 American Community Survey 3-Year Estimates, tables B25024 and B25033. Compiled by FCS Group.

C. EMPLOYMENT GROWTH

Having established the relevance of employment in Section II, we now quantify expected growth in employment and convert the result to population equivalents.

As used here, employee means someone who works in the City regardless of place of residence. Employees may live inside or outside the City. Later in this report, we will be more concerned with non-resident employees in particular.

C.1 Expected Growth

Based on the City's Transportation System Plan (as amended to include River Terrace), the number of persons employed within the City is expected to grow from 39,536 in 2015 to 54,381 in 2035. In other words, the City is expected to add 14,845 employees over 20 years at a compound average growth rate of 1.53 percent per year.

Of the 14,845 new employees, 75 are expected to work in River Terrace once a small commercial center is added.

C.2 Conversion to Population Equivalents

The parks and recreation facilities described in the recently adopted master plans were mostly designed with the needs of both residents and non-resident employees in mind. It is therefore appropriate to allocate the cost of these facilities to both residents and non-resident employees. The only exceptions are neighborhood parks. These facilities were designed for the needs of residents only and it is therefore appropriate to allocate the cost of these facilities to residents only.

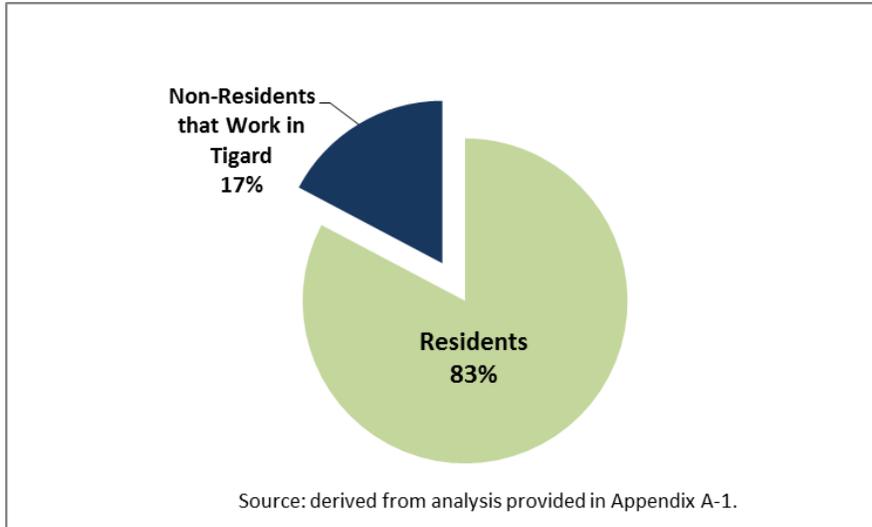
While most parks and recreation facilities benefit residents and non-resident employees, these two groups do not utilize parks and recreation facilities with the same intensity. To apportion the demand for facilities between non-resident employees and residents in an equitable manner, a non-resident-employee-to-resident demand ratio must be calculated based on differential intensity of use.

First, we estimate the potential demand for parks and recreation facilities. **Appendix A-1** identifies potential use by different population groups in a manner that averages day-of-week and seasonal effects. These averages are based on the maximum number of hours per day that each population group would consider the use of parks and recreation facilities to be a viable option. In the final panel of **Appendix A-1** (Demand by Population Group), we multiply the weighted average hours by an actual count for each population group based on data from the U. S. Census Bureau. We then apportion this potential demand among residents (four population groups) and non-residents (one population group).

This approach is used to estimate the allocation of parks usage among residents and non-residents, which is summarized in **Figure 3.2**. The findings indicate that residents comprise 83 percent of the expected level of parks demand and non-residents that work within the city comprise 17 percent of

the demand. These estimates are subsequently used in the next Section of this report to allocate the eligible SDC cost shares between these two user groups.

Figure 3.2: Allocation of Parks Demand by User Group



SECTION IV: COST CALCULATION

This section provides detailed calculations on eligible costs, which is the numerator in the SDC equation.

A. SDC REIMBURSEMENT FEE

Table 4.1 summarizes the reimbursement fee cost basis, which represents the cost of available capacity in existing parks facilities.

Table 4.1: SDC Reimbursement Fee Basis

Reimbursement Fee	Citywide
Cost Basis	
Cost by facility type	
Community parks	\$ 9,313,497
Open space	1,214,637
Total	\$ 10,528,134
Allocation to residential growth:	
Community parks	\$ 7,704,984
Open space	1,004,860
Total allocation to residential growth	\$ 8,709,844
Allocation to non-residential growth:	
Community parks	\$ 1,608,513
Open space	209,777
Total allocation to non-residential growth	\$ 1,818,290
Adjustments and Allocation Summaries	
Adjustments:	
Compliance costs	\$ -
Donated or grant-funded assets	(533,974)
Remaining debt service ¹	234,357
Fund balance	-
Total adjustments	\$ (299,617)
Allocation to residential growth:	
Facilities	\$ 8,709,844
Adjustments	(247,871)
Total allocation to residential growth	\$ 8,461,973
Allocation to non-residential growth:	
Facilities	\$ 1,608,513
Adjustments	(51,746)
Total allocation to non-residential growth	\$ 1,556,767
Calculated SDC-r	
Residential reimbursement fee per capita	\$ 399
Non-residential reimbursement fee per employee	\$ 105

Source: E-mails from Steve Martin (10/08/2014, 10/14/2014 and 10/27/2014); Park System Master Plan, 2009.

¹ Based on Appendix A-2 calculations for remaining debt service on existing parks bond.

B. FACILITY NEEDS

For purposes of this SDC methodology, each of the City's park facilities falls into one of the following five categories:

- Neighborhood and pocket parks
- Community parks
- Linear parks
- Open spaces
- Trails (includes trails not identified in the Tigard Transportation System Development Charge Methodology Report project list)

Appendix A-3 compares the current inventory of facilities in each category with that category's adopted level of service. In the third panel, that comparison leads to a determination of surplus or deficiency for each category.

Projects are eligible for improvement fee funding only to the extent that the projects will benefit future users. Therefore, only the categories with no deficiency (community parks, open space, and trails) are 100 percent eligible for improvement fee funding. As shown in the fifth panel (Improvement Fee Eligibility), the eligibility percentages of the remaining two categories, neighborhood/pocket parks and linear parks, are reduced to reflect the level of deficiency.

Because some facility types have undeveloped land in their current inventory, the deficiency of land decreases within those types. Therefore, neighborhood/pocket parks have a higher improvement fee eligibility percentage for land acquisition.

C. FACILITY COSTS

The City provided a list (**Table 4.2**) of parks projects by category and area of benefit using project improvements identified in adopted parks and trails master plans for Tigard and River Terrace.

Eligibility percentages are derived from the estimates indicated in Figure 3.2. Applying those percentages to the future Parks project capital costs results in a citywide improvement fee cost basis of \$59.6 million and a River Terrace improvement fee cost basis of approximately \$9.0 million.

Table 4.2: SDC Improvement Fee Basis

Planned Improvement Projects	Timing	City Cost for Land	SDCi Eligibility for Land	City Cost for Development	SDCi Eligibility for Development	SDCi Cost Basis
Projects with Citywide Benefit						
Neighborhood/pocket parks:		Cannot exceed 34.05 acres.		Cannot exceed 57.05 acres.		
Bonita Park	0-10 years	\$ -	93.32%	\$ 75,000	55.70%	\$ 41,771
Metzger Elementary School	5-15 years	-	93.32%	437,000	55.70%	243,388
Northview Park	5-15 years	-	93.32%	367,000	55.70%	204,401
Proposed Local Park (P12)	5-15 years	549,840	93.32%	927,000	55.70%	1,029,380
Proposed Local Park (P9)	5-15 years	1,202,775	93.32%	927,000	55.70%	1,638,670
Future Neighborhood Park	10+ years	4,811,100	93.32%	2,947,800	55.70%	6,131,286
Total neighborhood/pocket parks						9,288,896
Community parks:		Cannot exceed 42.10 acres.		Cannot exceed 61.10 acres.		
Sunrise Community Park	0-10 years	-	100.00%	2,468,000	100.00%	2,468,000
New Community Park (P11)	5-15 years	100,000	100.00%	900,000	100.00%	1,000,000
New Community Park Complex	10+ years	6,108,325	100.00%	10,084,000	100.00%	16,192,325
Fanno Creek Park: Urban Plaza	0-10 years	687,300	100.00%	4,100,000	100.00%	4,787,300
Community park in River Terrace	0-10 years	7,508,000	100.00%	8,386,000	100.00%	15,894,000
Total community parks						40,341,625
Linear parks:		Cannot exceed 37.04 acres.		Cannot exceed 37.04 acres.		
Tigard Triangle Area (P3)	0-10 years	-	71.48%	250,000	71.48%	178,707
Commercial Park	5-15 years	-	71.48%	545,000	71.48%	389,580
Englewood Park	5-15 years	-	71.48%	1,340,000	71.48%	957,867
Fanno Creek Park: Park Gateway	0-10 years	-	71.48%	850,000	71.48%	607,602
Fanno Creek Park: Upland Park	0-10 years	-	71.48%	1,100,000	71.48%	786,309
Undeveloped Linear Park (P7)	5-15 years	-	71.48%	275,000	71.48%	196,577
Total linear parks						3,116,642
Open space:		Cannot exceed 66.14 acres.		Cannot exceed 66.14 acres.		
	5-15 years	412,380	100.00%	-	100.00%	412,380
	10+ years	567,023	100.00%	-	100.00%	567,023
Total open space						979,403
Trails:		Cannot exceed 6.75 miles.		Cannot exceed 6.75 miles.		
Fanno Creek (already funded) (trail project)	0-10 years	-	100.00%	670,000	100.00%	670,000
Westside Trail	0-10 years	-	100.00%	-	100.00%	-
Tigard Street (trail project A)	0-10 years	-	100.00%	634,000	100.00%	634,000
Fanno Creek (trail project C)	0-10 years	-	100.00%	1,040,000	100.00%	1,040,000
Fanno Creek & Tualatin River (trail project D)	0-10 years	-	100.00%	1,609,500	100.00%	1,609,500
Summer Creek (trail project F)	0-10 years	-	100.00%	742,500	100.00%	742,500
Fanno Creek (trail project G)	5-15 years	-	100.00%	-	100.00%	-
Fanno Creek (trail project H)	5-15 years	-	100.00%	206,500	100.00%	206,500
Tigard Street (trail project I)	5-15 years	-	100.00%	-	100.00%	-
Ascension (trail project N)	10+ years	-	100.00%	461,000	100.00%	461,000
Krueger Creek & Summer Creek (trail project P)	10+ years	-	100.00%	495,500	100.00%	495,500
Total trails						5,859,000
Total projects with citywide benefit						\$ 59,585,565
Projects with River Terrace Benefit						
Neighborhood/pocket parks		\$3,752,000	93.32%	\$ 2,975,000	55.70%	\$ 5,158,130
Linear parks		3,128,000	71.48%	228,000	71.48%	2,398,956
Trails		690,000	100%	764,000	100%	1,454,000
Total projects with River Terrace benefit						\$ 9,011,086

Source: E-mail (attachment) from Steve Martin, 09/24/2014. Abbreviation: SDCi = improvement fee. Note: This list does not include projects whose timing as designated as either "completed" or "in process."

SDCi: Improvement Fee

After determining the total eligible costs, they must be allocated between residents and non-residents using the percentages shown previously in Figure 3.2. We also adjust the costs to include costs of compliance and exclude current SDC fund balance and future debt service on the unspent portion of bond proceeds. **Table 4.3** summarizes and allocates the improvement fee cost basis after all adjustments.

Table 4.3: SDC Improvement Fee by Area

Improvement Fee	Area-Specific SDC			Single SDC
	Citywide SDC	River Terrace Overlay SDC	Total	
Project Costs				
Eligible project costs by facility type:				
Neighborhood/pocket parks	\$ 9,288,896	\$ 5,158,130	\$ 14,447,025	\$ 14,447,025
Community parks	40,341,625		40,341,625	40,341,625
Linear parks	3,116,642	2,398,956	5,515,598	5,515,598
Open space	979,403		979,403	979,403
Trails	5,859,000	1,454,000	7,313,000	7,313,000
Total eligible project costs by facility type	\$ 59,585,565	\$ 9,011,086	\$ 68,596,651	\$ 68,596,651
Allocation to residential growth:				
Neighborhood/pocket parks	\$ 9,288,896	\$ 5,158,130	\$ 14,447,025	\$ 14,447,025
Community parks	33,374,315	-	33,374,315	33,374,315
Linear parks	2,578,373	1,984,638	4,563,011	4,563,011
Open space	810,252	-	810,252	810,252
Trails	4,847,106	1,202,883	6,049,988	6,049,988
Total allocation to residential growth	\$ 50,898,942	\$ 8,345,651	\$ 59,244,593	\$ 59,244,593
Allocation to non-residential growth:				
Neighborhood/pocket parks	\$ -	\$ -	\$ -	\$ -
Community parks	6,967,310	-	6,967,310	6,967,310
Linear parks	538,268	414,318	952,586	952,586
Open space	169,150	-	169,150	169,150
Trails	1,011,894	251,117	1,263,012	1,263,012
Total allocation to non-residential growth	\$ 8,686,623	\$ 665,435	\$ 9,352,058	\$ 9,352,058
Adjustments and Allocation Summaries				
Adjustments:				
Compliance costs	\$ 660,000	\$ -	\$ 660,000	\$ 660,000
Debt service for parks bond	(2,550,009)		(2,550,009)	(2,550,009)
Fund balance	(1,124,011)		(1,124,011)	(1,124,011)
Total adjustments	\$ (3,014,020)	\$ -	\$ (3,014,020)	\$ (3,014,020)
Allocation to residential growth:				
Facilities	\$ 50,898,942	\$ 8,345,651	\$ 59,244,593	\$ 59,244,593
Adjustments	(2,574,624)	-	(2,574,624)	(2,603,107)
Total allocation to residential growth	\$ 48,324,318	\$ 8,345,651	\$ 56,669,969	\$ 56,641,486
Allocation to non-residential growth:				
Facilities	\$ 8,686,623	\$ 665,435	\$ 9,352,058	\$ 9,352,058
Adjustments	(439,396)	-	(439,396)	(410,914)
Total allocation to non-residential growth	\$ 8,247,227	\$ 665,435	\$ 8,912,662	\$ 8,941,144
Calculated Total SDCs				
Residential improvement fee per capita	\$ 2,281	\$ 1,352	\$ 3,633	\$ 2,674
Non-residential improvement fee per employee	\$ 602	\$ -	\$ 602	\$ 602

Note: Non-residential SDC is calculated on a citywide basis, even though some costs can be allocated to River Terrace.

SECTION V: SDC CALCULATION

This section provides a detailed calculation of the residential and non-residential SDCs.

A. CALCULATED SDCS BY USE

Dividing the reimbursement and improvement fee cost bases by projected growth in population and employees results in a calculated SDC per unit of growth. The results of this calculation are summarized in **Table 5.1**:

Table 5.1: SDC Improvement Fee by Use*

Calculated SDC Improvement Fees*	Area-Specific SDC		
	Citywide	River Terrace Overlay	River Terrace Total
Residential SDCs			
Total cost basis	\$48,324,318	\$8,345,651	
Growth in population	21,183	6,174	
SDC per capita	\$2,281	\$1,352	\$3,633
SDC per single family dwelling	\$5,807	\$3,441	\$9,248
SDC per multifamily/other dwelling	\$4,372	\$2,591	\$6,963
Non-Residential SDCs			
Total cost basis	\$8,941,144		
Growth in employment	14,845		
SDC per employee**	\$602		\$602

Note: Non-residential SDC is calculated on a citywide basis, even though some costs can be allocated to River Terrace.

* includes compliance costs. ** SDC per employee to be assessed based on square feet of floor area.

Because only 75 new employees are expected in River Terrace over the next 20 years, the non-residential overlay SDC for River Terrace would have been prohibitively expensive. Therefore, we have calculated the non-residential SDC on a citywide basis only.

B. RESIDENTIAL AND NON-RESIDENTIAL SDC CALCULATIONS

B.1 Residential SDC Calculation

When we convert population to the dwelling units, we can determine the total maximum allowable SDC fee per dwelling unit as shown in **Table 5.1**. SDCs for residential development are calculated by multiplying the number of dwellings (by housing category) by the corresponding SDC rate.

B.2 Non-Residential SDC Calculation

To calculate SDCs for proposed redevelopment of existing buildings, the SDC for non-residential uses will take into account the amount of floor area (square feet) proposed as a change in use.

The SDC calculation for new non-residential development takes into account the amount of proposed floor area (square feet). The Parks SDC for non-residential development will vary by the classification of development as shown in **Table 5.2**.

Table 5.2

Parks SDC Conversion Factors for Non-Residential Uses

Category	Parks SDC Per Employee ¹	Employees Per 1,000 SF ²	Parks SDC Per 1,000 SF
General Industrial	\$707	1.25	\$884
Warehousing/Distribution	\$707	0.80	\$566
Flex	\$707	1.60	\$1,132
Office	\$707	3.33	\$2,357
Retail	\$707	2.22	\$1,572
Institutional	\$707	2.00	\$1,414

¹SDC reflects proposed reimbursement fee, improvement fee, and compliance fee.

²Derived from Metro factors used for 2014 Urban Growth Report

Source: Compiled by FCS GROUP.

C. ANNUAL ADJUSTMENT

We have reviewed the City’s method for annual adjustment of parks SDCs as summarized in the City’s “Master Fees & Charges Schedule” and described more fully in Exhibit “A” of Resolution 01-74, which the City Council first adopted on December 18, 2001. Because the index constructed under this method includes both land costs (based on data from the Washington County Assessor) and construction costs (based on data from the *Engineering News Record*), it is an especially appropriate index for adjusting parks SDCs. We therefore recommend continuing the current practice.

D. CREDITS, EXEMPTIONS AND DISCOUNTS

The Tigard SDC Procedures Guide will establish local policies for issuing credits and exemptions, annual adjustments, and other administrative procedures.

D.1 Credits

A credit is a reduction in the amount of the SDC for a specific development. The Oregon SDC Act requires that credit be allowed for the construction of a "qualified public improvement" which (1) is required as a condition of development approval, (2) is identified in the City’s capital improvements program, and (3) either is not located on or contiguous to property that is the subject of development approval, or is located on or contiguous to such property and is required to be built larger or with greater capacity than is necessary for the particular development project.

The credit for a qualified public improvement may only be applied against an SDC for the same type of improvement (e.g., parks land or improvements provided by a developer can only be used for a credit for towards parks SDC improvement fee payments), and must be granted only for the cost of that portion of an improvement which exceeds the minimum standard facility size or capacity needed to serve the

particular project up to the amount of the improvement fee. For multi-phase projects, any excess credit may be applied against SDCs that accrue in subsequent phases of the original development project.

In addition to these required credits, the City may, if it so chooses, provide a greater credit, establish a system providing for the transferability of credits, provide a credit for a capital improvement not identified in the City’s SDC Capital Improvements Plan, or provide a share of the cost of an improvement by other means (i.e., partnerships, other City revenues, etc.).

D.2 Exemptions

The City may exempt specific classes of development (i.e., minor additions, etc.) from the requirement to pay SDCs.

D.3 Discounts

Section IV of this Tigard Parks SDC Methodology Report documented the maximum defensible SDC that can be established in Tigard (see **Table 5.1**). In accordance with the River Terrace Funding Strategy, the City of Tigard desires to establish its Parks SDC at a level that is below the maximum amount that it can charge.

The City may discount the amount of the SDC by reducing the portion of growth-required improvements to be funded with SDCs. Alternatively, the City may decide to charge only a percentage (i.e., 50%, 75%, etc.) of the SDC rates required to fund identified growth-related facility costs. Because discounts reduce SDC revenues, they increase the amounts that must come from other sources, such as general fund contributions in order for the City to maintain levels of service.

D.4 Tigard Parks SDCs After Discount

Table 5.3 summarizes the discounted residential SDC improvement/compliance fees that the City of Tigard would initially charge for residential development after the new SDCs are established. The Tigard City Council has the discretion to remove SDC discounts in the future.

Table 5.3: SDC Improvement Fee, After Discount*

Residential SDC Improvement Fee After Discount*	Area-Specific SDC		
	Citywide	River Terrace Overlay	River Terrace Total
Single-family residences	\$5,807	\$2,502	\$7,728
Multifamily/other residences	\$4,372	\$1,884	\$6,256
Average SDC Per Dwelling Unit	\$5,347	\$2,304	\$7,651
Average SDC Per Capita	\$2,281	\$983	\$3,264

Source: discounted SDCs are consistent with the River Terrace Funding Strategy, December 2014.

* includes compliance costs.

The River Terrace SDCs (after discounts) would be lower than the maximum SDC the City can charge to meet the policy objectives established by the River Terrace funding strategy. Hence, additional funding sources would need to be identified to ensure that all projects contained in the long term capital project list can be funded by year 2035. **Appendix A-4** identifies the amount of SDC revenues and other funding revenues the City of Tigard would likely need to fully fund the projects identified in the SDC capital project list.

E. EXISTING AND PROPOSED SDCS

Table 5.4 summarizes the existing and proposed total Parks SDCs for the City of Tigard for reimbursement, improvement, and compliance charges after discounts.

Once this Methodology Report is adopted, Parks SDCs would vary by location. Parks SDCs within the city (outside River Terrace) would initially be charged \$6,824 per single family dwelling, \$5,138 per multifamily dwelling, and \$707 per new employee. Parks SDCs within River Terrace would initially be charged \$9,327 per single family dwelling, \$7,022 per multifamily dwelling, and \$707 per new employee.

Table 5.4: Current and Proposed Parks SDCs

Current Tigard Parks & Trails SDC	SDC Current
Residential SDC per capita	\$ 2,753
SDC per single family dwelling	\$ 6,451
SDC per multifamily dwelling	\$ 5,156
Non-residential SDC per employee	\$ 446

Proposed Tigard Parks & Trails SDC	SDC-r	SDC-i (proposed)*		Total SDC (proposed)	
		Citywide	River Terrace Overlay	Citywide Total	River Terrace Total
Residential SDC per capita	\$ 399	\$ 2,281	\$ 983	\$ 2,681	\$ 3,664
SDC per single family dwelling	\$ 1,017	\$ 5,807	\$ 2,502	\$ 6,824	\$ 9,327
SDC per multifamily dwelling	\$ 766	\$ 4,372	\$ 1,884	\$ 5,138	\$ 7,022
Non-residential SDC per employee**	\$ 105	\$ 602		\$ 707	\$ 707

Source: derived from prior tables. SDC-r = reimbursement fee; SDC-i = improvement fee. * Includes compliance fee. ** Non-residential SDCs calculations for new development are to be based on square feet of floor area (see Table 5.2)

APPENDIX

Appendix A-1, Estimated Tigard Parks Demand for Residents and Non-Residents

Parks Demand by Place of Residence, City of Tigard	Residents				Non-Residents	Total
	Non-Employed, Ages 18+	Ages 5-17	Work inside City	Work outside City	Work inside City	
Summer (June through September)						
Weekday						
Before work			1.00		1.00	
Meals and breaks			1.00		1.00	
After work			2.00		2.00	
Other leisure	12.00	12.00	2.00	2.00		
Total weekday	12.00	12.00	6.00	2.00	4.00	
Weekend	12.00	12.00	12.00	12.00		
Total summer	12.00	12.00	7.71	4.86	2.86	
Spring/fall (April, May, October, and November)						
Weekday						
Before work			0.50		0.50	
Meals and breaks			1.00		1.00	
After work			1.00		1.00	
Other leisure	10.00	4.00	2.00	2.00		
Total weekday	10.00	4.00	4.50	2.00	2.50	
Weekend	10.00	10.00	10.00	10.00		
Total spring/fall	10.00	5.71	6.07	4.29	1.79	
Winter (December through March)						
Weekday						
Before work			0.50		0.50	
Meals and breaks			1.00		1.00	
After work			0.50		0.50	
Other leisure	8.00	2.00	1.00	1.00		
Total weekday	8.00	2.00	3.00	1.00	2.00	
Weekend	8.00	8.00	8.00	8.00		
Total winter	8.00	3.71	4.43	3.00	1.43	
Weighting factors						
Summer	0.33	0.33	0.33	0.33	0.33	
Spring/fall	0.33	0.33	0.33	0.33	0.33	
Winter	0.33	0.33	0.33	0.33	0.33	
Total weighting factors	1.00	1.00	1.00	1.00	1.00	
Demand by Population Group						
Daily weighted average hours	10.00	7.14	6.07	4.05	2.02	
Census counts in Tigard	12,850	8,286	6,507	18,843	31,303	
Potential daily demand in Tigard	128,500	59,186	39,507	76,269	63,351	366,813
Proportion	35.03%	16.14%	10.77%	20.79%	17.27%	100.00%
Proportion by place of residence	82.73%				17.27%	100.00%

Source: FCS GROUP; U. S. Census Bureau, 2010-2012 American Community Survey 3-Year Estimates, tables DP03, DP05, and B08008; U. S. Census Bureau, On the Map application.

Appendix A-4, Estimated Tigard Parks Bond Payments

Existing Parks Bond Payments	Principal	Interest	Total
Fiscal year ending June 30, 2016	\$ 665,000	\$ 627,525	\$ 1,292,525
Fiscal year ending June 30, 2017	685,000	607,575	1,292,575
Fiscal year ending June 30, 2018	705,000	587,025	1,292,025
Fiscal year ending June 30, 2019	725,000	565,875	1,290,875
Fiscal year ending June 30, 2020	750,000	544,125	1,294,125
Fiscal year ending June 30, 2021	780,000	514,125	1,294,125
Fiscal year ending June 30, 2022	810,000	482,925	1,292,925
Fiscal year ending June 30, 2023	845,000	450,525	1,295,525
Fiscal year ending June 30, 2024	875,000	416,725	1,291,725
Fiscal year ending June 30, 2025	910,000	381,725	1,291,725
Fiscal year ending June 30, 2026	950,000	304,950	1,254,950
Fiscal year ending June 30, 2027	990,000	304,950	1,294,950
Fiscal year ending June 30, 2028	1,030,000	262,875	1,292,875
Remainder of planning period	4,615,000	558,050	5,173,050
	\$ 15,335,000	\$ 6,608,975	\$ 21,943,975
Principal spent	\$ 12,535,000	81.74%	
Principal remaining	2,800,000	18.26%	
	\$ 15,335,000	100.00%	
Adjustment to reimbursement fee	\$ 12,535,000	-1.87%	\$ 234,357
Adjustment to improvement fee	\$ 2,800,000	91.07%	\$ (2,550,009)
Source: City of Tigard; compiled by FCS Group.			

Appendix A-3, Estimated Parks Inventory and Needs by Category

Inventory and Needs by Category	Neighborhood and Pocket Parks	Community Parks	Linear Parks	Open Space	Trails
Current Inventory					
Fully developed facilities					
River Terrace acres (miles for trails)	0	0	0	0	0
Rest of city acres (miles for trails)	51	155	53	240	16
Total fully developed facilities	51	155	53	240	16
Undeveloped land					
River Terrace acres (miles for trails)	0	0	0	0	0
Rest of city acres (miles for trails)	23	19	0	0	0
Total undeveloped land	23	19	0	0	0
Current Level of Service					
Fully developed facilities					
Rest of city acres per 1,000 residents (miles for trails)	1.00	3.05	1.04	4.73	0.32
Entire city acres per 1,000 residents (miles for trails)	1.00	3.05	1.04	4.72	0.32
Land					
Rest of city acres per 1,000 residents (miles for trails)	1.46	3.43	1.04	4.73	0.32
Entire city acres per 1,000 residents (miles for trails)	1.46	3.42	1.04	4.72	0.32
Standards, Surpluses, and Deficiencies					
Standard acres per 1,000 residents (miles for trails)	1.50	3.00	1.25	4.25	0.32
Fully developed facilities surplus (deficiency)					
River Terrace acres (miles for trails)	(0.15)	(0.31)	(0.13)	(0.43)	(0.03)
Rest of city acres (miles for trails)	(25.12)	2.75	(10.44)	24.32	0.03
Total fully developed facilities surplus (deficiency)	(25.28)	2.45	(10.56)	23.88	0.00
Land surplus (deficiency)					
River Terrace acres (miles for trails)	(0.15)	(0.31)	(0.13)	(0.43)	(0.03)
Rest of city acres (miles for trails)	(2.12)	21.75	(10.44)	24.32	0.03
Total land surplus (deficiency)	(2.28)	21.45	(10.56)	23.88	0.00
Growth Needs					
River Terrace					
Current developed acres	0.00	0.00	0.00	0.00	0.00
Development of undeveloped acres	0.00	0.00	0.00	0.00	0.00
Additional acres to acquire and develop	9.41	18.83	7.84	26.67	2.00
Total developed acres needed by 2035	9.41	18.83	7.84	26.67	2.00
Rest of city					
Current developed acres	51.00	155.00	53.00	240.00	16.20
Development of undeveloped acres	23.00	19.00	0.00	0.00	0.00
Additional acres to acquire and develop	24.64	23.27	29.20	39.47	4.75
Total developed acres needed by 2035	98.64	197.27	82.20	279.47	20.95
Entire city					
Current developed acres	51.00	155.00	53.00	240.00	16.20
Development of undeveloped acres	23.00	19.00	0.00	0.00	0.00
Additional acres to acquire and develop	34.05	42.10	37.04	66.14	6.75
Total developed acres needed by 2035	108.05	216.10	90.04	306.14	22.95
Improvement Fee Eligibility					
Development and other costs	55.70%	100.00%	71.48%	100.00%	100.00%
Land acquisition only	93.32%	100.00%	71.48%	100.00%	100.00%
Maximum acres of development	57.05	61.10	37.04	66.14	6.75
Maximum acres of land acquisition	34.05	42.10	37.04	66.14	6.75
Eligible Costs for Reimbursement Fee					
Unit cost per acre of land (mile for trails)		\$ 400,000		\$ 50,855	
Unit cost per acre of development (mile for trails)		\$ 300,000			
Reimbursable cost	\$ -	\$ 9,313,497	\$ -	\$ 1,214,637	\$ -

Source: E-mails from Steve Martin (10/08/2014, 10/14/2014 and 10/27/2014); Park System Master Plan, 2009.

Appendix A-4, Estimated Parks Inventory and Needs by Category

Tigard Parks SDC Discount Methodology	Total	City-wide	River Terrace	Notes
Parks Improvement Costs and SDC Revenues				
Total Cost (Land & Improvements)*	\$ 86,684,000	\$ 71,173,000	\$ 15,511,000	
Less SDC Eligible Revenue**	\$ 60,499,000	\$ 57,489,000	\$ 3,010,000	Includes discounted SDCs that are supported by River Terrace Funding Strategy
Remaining Funding Required	\$ 26,185,000	\$ 13,684,000	\$ 12,501,000	
Non-SDC Funding Supported by River Terrace Funding Strategy (adopted Dec. 2014)				
	Total	City-wide	Terrace	Notes
Grants	\$ 1,024,000		\$ 1,024,000	Potential Metro, State or foundation grants
Parks Utility Fees (\$1.11/month)	\$ 5,787,000	\$ 2,718,000	\$ 3,069,000	Assumes 100% of RT utility fees, and 50% of citywide fee revenue to be allotted to RT projects
New Citywide Park Bond	\$ 13,000,000	\$ 6,500,000	\$ 6,500,000	Equates to levy of \$0.20 per \$1,000 AV; or \$63/year for average homeowner; and 50% allotted to RT projects
Subtotal Funding Revenue	\$ 19,811,000	\$ 9,218,000	\$ 10,593,000	
Remaining Net Funding Gap***	\$ (6,374,000)	\$ (4,466,000)	\$ (1,908,000)	
* Total project costs to complete long-range capital improvements consistent with River Terrace and other citywide planning documents. ** SDC revenue adjusted to exclude remaining bond principal and include administrative costs.				
Potential Additional "Gap" Funding Sources				
*** Funding Gap Sources:	Percent Dist.	Amount	Notes	
Grants	20%	\$ 1,274,800	This policy may result in project completion delays	
Developer dedications (SDC credit eligible)	10%	\$ 637,400	This policy may result in project completion delays	
City Parks Utility Fees	70%	\$ 4,461,800	This would require a +/- \$2.34 monthly parks utility fee citywide	
Total	100%	\$ 6,374,000		
Source: compiled by FCS Group.				

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AIS-2225

3.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 5 Minutes

Agenda Title: Consider an Amendment to an Agreement Regarding a Community Development Block Grant (CDBG) for 95th Avenue and North Dakota Street

Prepared For: Mike McCarthy **Submitted By:** Judy Lawhead, Public Works

Item Type: Motion Requested **Meeting Type:** Council Business Meeting - Main

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Shall council authorize the city manager to execute an amendment to the Community Development Block Grant (CDBG) agreement for the Sidewalk In-fill - North Dakota & 95th Avenue project?

STAFF RECOMMENDATION / ACTION REQUEST

Authorize the city manager to execute the amendment.

KEY FACTS AND INFORMATION SUMMARY

This amendment changes the date of completion for the Sidewalk Infill - North Dakota & 95th Avenue project, being completed as part of a CDBG. The project constructs missing sidewalk sections on North Dakota Street and 95th Avenue. The project design is nearing completion with 90-percent plan review completed by May 8, 2015, right-of-way acquisition currently underway, and construction expected in summer and fall of 2015. To ensure adequate time for project closeout and resolution of any post-construction issues, it is necessary to extend the project schedule to June 30, 2016. The following factors extended the project timeframe:

- a) The federal environmental review process -- triggered because the project drains to a stream listed for endangered salmon runs -- pushed finalization of the initial CDBG

agreement to December 1, 2014.

- b) The federal right-of-way acquisition process is required as part of this grant. This process is considerably more detailed and time consuming than our standard right-of-way process and requires additional time and appraisals.
- c) Time was needed to work with the adjacent property owners to find a best-fit design that minimizes impacts to property, neighbors, and the community.

Council approved the initial CDBG agreement in October 2014 with a project completion date of June 30, 2015. This amendment will extend that date to June 30, 2016.

OTHER ALTERNATIVES

The council could propose changes to the amendment or could decide not to approve the amendment. Should council decide not to approve the amendment, the project would not be able to be completed by the grant deadline and the city would risk losing grant funding. This would likely stop the project due to lack of alternative funding sources.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

Construction of this project furthers the city's vision to be *the most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives*. This project is included in the 2014-2015 Capital Improvement Plan.

DATES OF PREVIOUS CONSIDERATION

The council received a memo regarding this amendment in its May 7, 2015 newsletter packet. The council approved the original CDBG agreement, and the city manager signed said agreement, on November 2, 2014.

Fiscal Impact

Cost: \$234,000
Budgeted (yes or no): Yes
Where Budgeted (department/program): Transportation CIP

Additional Fiscal Notes:

The project is budgeted as a part of the FY 2015 Transportation CIP with \$200,000 coming from the grant and \$34,000 from the Gas Tax Fund as the city's match. Since this project was originally scheduled for completion in FY 2015, it is not part of the Approved FY 2016 Budget. With the extension of the agreement, part of the project budget will need to be carried forward to FY 2016, either as an adjustment during the FY 2016 budget hearing or in the first supplemental budget of FY 2016.

Attachments

Amendment



City of Tigard Memorandum

To: The Honorable Mayor Cook and City Councilors

From: Carla Staedter, Project Coordinator

Re: Special Request to Consider an Amendment to the Sidewalk In-fill – North Dakota 95th Avenue Community Development Block Grant Agreement (CDBG)

Date: May 5, 2015

A draft addendum to the CDBG is attached as background for this agenda item. As a single agenda item, during the business meeting of May 19, staff will brief the council on an amendment to the agreement and ask the council to formally consider the amendment.

The council is asked to consider an amendment to change the completion date of the project from June 30, 2015, to June 30, 2016.

The project constructs missing sidewalk sections on North Dakota Street and 95th Avenue. The project design is nearing completion with 90-percent plan review completed this week, right-of-way acquisition currently underway, and construction expected in summer and fall of 2015. To ensure adequate time for project closeout and resolution of any post-construction issues, it is necessary to extend the project schedule to June 30, 2016.

The following factors extended the project timeframe:

- a) The federal environmental review process—triggered because the project drains to a stream listed for endangered salmon runs—pushed finalization of the initial CDBG agreement to December 1, 2014.
- b) The federal right-of-way acquisition process is required as part of this grant. This process is considerably more detailed and time consuming than our standard right-of-way process and requires additional time and appraisals.
- c) Time was needed to work with the adjacent property owners to find a best-fit design that minimizes impacts to property, neighbors, and the community.

Council approved the initial CDBG agreement in October 2014 with a project completion date of June 30, 2015. This amendment will extend that date to June 30, 2016. There is no fiscal impact from this amendment.



WASHINGTON COUNTY
OREGON

RECEIVED

MAY 04 2015

City of Tigard
Administration

April 30, 2015

Marty Wine
City of Tigard
13125 SW Hall Blvd
Tigard, OR 97223-8167

Subject: CDBG Project #6110, City of Tigard, Sidewalk In-fill – N Dakota & 95th Ave
Contract Amendment No. 1

Dear Marty:

Enclosed are three copies of the above-referenced contract amendment which extends the project completion deadline to June 30, 2016. Please sign each amendment where indicated and return all three copies to our office by no later than June 1, 2015. Please contact Lauren Sechrist at 503-846-4436 if you have any questions.

Sincerely,

Jennie H. Proctor, Program Manager
Office of Community Development

Enclosures

CONTRACT AMENDMENT NO. 1

This amendment is made and entered into by and between, City of Tigard (Contractor") and Washington County, a political subdivision of the State of Oregon ("County").

This amendment modifies that certain contract between the parties, the original contract number being BCC 14-1159.

The contract is amended as follows:

Part V. A. Project Description, Scope of Activities and Anticipated Accomplishments is revised as attached, which extends the project completion deadline to June 30, 2016.

Effective Date of Amendment: June 30, 2015, or upon final signature, whichever is later.

All other terms and conditions of the original contract shall remain in full force and effect.

CONTRACTOR:

Signature

Printed Name

Date

Title

Telephone Number

Email

WASHINGTON COUNTY:

Signature

Printed Name

Date

Title

PROJECT DESCRIPTION, SCOPE OF ACTIVITIES
AND ANTICIPATED ACCOMPLISHMENTS
2014-2015 CDBG Program Year

- I. Federal Award Information
 - A. Federal Award Number: B-14-UC-41-0002
 - B. CFDA #: 14.218
 - C. Amount of Federal Funds: See III.E. below

The Federal Award Information shown above must be passed on to any subaward made under this contract.

- II. Washington County Project Number and Title:

CDBG Project #6110, City of Tigard, Sidewalk In-fill - N Dakota & 95th Ave
- III. Description of: Project, Activities, Anticipated Accomplishments, Low and Moderate or Other Target Group Beneficiaries.

- A. Nature and Purpose of the Project:

The project will construct 800 feet of 'missing link' sidewalk along North Dakota St and 95th Ave connecting a large neighborhood's pedestrian traffic to Greenburg Rd. Most of the streets in this portion of the neighborhood have adequate sidewalks; however, there are two key gaps at North Dakota St and 95th Ave's intersection with Greenburg Rd. Both streets are the main ways into and out of this neighborhood, yet they lack sidewalks right where pedestrian and traffic volumes are highest. Because this is such an important neighborhood connection, people need to walk along these streets to get to jobs, transit, school bus routes, basic services, and the rest of the community. This means they have to risk walking in the narrow travel lanes of a road used by over a thousand cars a day. The hill on 95th Avenue creates an even more dangerous path for cars and pedestrians to have to access in order to reach Greenburg Road.

- B. Proposed Location or Impact Area(s):

North Dakota and 95th Avenue, Tigard

- C. Duration/Timing of the Project:

July 1, 2014 - June 30, 2016

- D. Number of Low and Moderate Income or Target Group Beneficiaries:

722 Low/Moderate income Individuals

E. Component Activities (CDBG vs. Others):

CDBG = \$200,000 Agency = \$30,000

F. Quantitative Projections for CDBG Component Activities (in units, linear feet, square feet, etc.) for all acquisitions, construction, reconstruction, rehabilitation, etc.:

CDBG funds will be used for acquisition of adjacent land not currently in the public right-of-way (as needed), professional services, and construction costs associated with the project.

AIS-2193

4.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 45 Minutes

Agenda Title: Briefing of the Updated Emergency Operations Plan

Prepared For: Brian Rager, Public Works

Submitted By: Mike Lueck, Public Works

Item Type: Update, Discussion, Direct Staff

Meeting Type: Council Workshop Mtg.

Public Hearing: No

Publication Date: 08/31/2014

Information

ISSUE

The council previously received copies of the revised Emergency Operations Plan (EOP) for their review. The emergency service coordinator will provide a brief overview of the EOP to ensure that councilors are familiar with various sections and understand their roles and responsibilities.

STAFF RECOMMENDATION / ACTION REQUEST

No action requested; the council will be asked to formally adopt this plan at a future meeting.

KEY FACTS AND INFORMATION SUMMARY

In an effort to standardize operational planning for emergency response, Oregon Emergency Management (OEM) initiated a project to update selected county, city and tribal emergency operations plans (EOPs). The overall goal of the project was to enhance county, city and tribal emergency management plans to increase statewide consistency and compliance with National Incident Management System (NIMS) standards, while addressing risks and needs unique to individual jurisdictions.

The planning process was facilitated by a consultant, Ecology and Environment, Inc. Key stakeholders were invited to participate in the process, including Washington County, Tualatin Valley Fire & Rescue (TVF&R), other emergency response providers, public health agencies, Washington County Consolidated Communications Agency (WCCCA), the American Red Cross, Tigard-Tualatin School District (TTSD), and city staff.

Tigard last updated its emergency management plan in 2010. The new EOP will be a full replacement of that document.

Council is asked to bring their individual copies of the EOP binder to the meeting.

OTHER ALTERNATIVES

The council could propose changes to the EOP or could decide not to adopt the EOP.

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

N/A

DATES OF PREVIOUS COUNCIL CONSIDERATION

The council was briefed at their July 16, 2013, workshop meeting about the city's draft continuity of government (COG) plan. Council provided direction at that time for staff to pursue available state and federal grants that could lead to a complete update of the emergency operations plan.

Fiscal Impact

Fiscal Information:

The project was fully funded by a Department of Homeland Security grant requested through Washington County Emergency Management. The project was administered by Oregon Emergency Management. The city's costs for this project was limited to internal staff time.

Attachments

[EOP PowerPoint](#)

[EOP Basic Plan](#)

C I T Y O F T I G A R D

Respect and Care | Do the Right Thing | Get it Done



Emergency Operations Plan Review

Mike Lueck, Emergency Services Coordinator

May 19, 2015

Another New Plan – WHY ?

- ▶ History
- ▶ Compliance
- ▶ Consistent Formatting / Standardized

Old Plan

Old Plan - Section 1

Old Plan - Section 1a

Old Plan - Section 2

Old Plan - Section 3

New Plan

New Plan - Basic Plan
Administrative Overview

New Plan - Basic Plan

New Plan - Functional Annex

New Plan - Hazards Annex

Supporting Plans and Documents

- ▶ TMC 7-74
- ▶ Continuity Of Government / COOP's
- ▶ Natural Hazard Mitigation Plans
- ▶ Water Emergency Response Plan
- ▶ Elected Officials Guide

Next Steps

- ▶ Formal Council Adoption
- ▶ Training
- ▶ Exercises
- ▶ **QUESTIONS**

City of Tigard
Washington County, Oregon
EMERGENCY OPERATIONS PLAN



August 2014

Prepared for:

City of Tigard
13125 SW Hall Blvd
Tigard, OR 97223

Prepared by:





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

Immediate Action Checklist

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

1. Receive alert of incident.

- Alerts should be directed to the City Emergency Services Coordinator.
- If the City Emergency Services Coordinator is not available, alerts should be directed to the Police Department Captain or Public Works Director based on the City line of succession outlined in Section 1.8.1 of this plan.
- Alerts may be received through 9-1-1 dispatch, responding agencies, the on-scene Incident Commander, the public, or other sources.
- If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
- See Functional Annex 1 – Alert and Warning of this plan for more information on alert and warning.

2. Determine need to implement the City's Emergency Management Organization.

- The City Emergency Services Coordinator should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the City for the incident. This may range from the City Emergency Services Coordinator being on stand-by to full activation of the City Emergency Operations Center.
- Identify key personnel who will be needed to support City emergency operations, including staffing of the City Emergency Operations Center, if activated.

3. Notify key City personnel and response partners.

- The City Emergency Services Coordinator will notify key personnel to staff the City Emergency Operations Center based on incident needs.
- Notify appropriate emergency response agencies.

Immediate Action Checklist

- See the City Emergency Contact List maintained by the City Emergency Services Coordinator and Washington County Consolidated Communications Agency.
- 4. Activate the City Emergency Operations Center as appropriate.**
- The City will utilize the Incident Command System in managing the City Emergency Operations Center.
 - Primary Emergency Operations Center Location: 8777 SW Burnham St., Tigard, OR 97223
 - Alternate Emergency Operations Center Location: 13500 SW Hall Blvd, Tigard, OR 97223
 - *See Section 5.4 of this plan for information on Emergency Operations Center operations.*
- 5. Establish communications with the on-scene Incident Commander.**
- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
 - The on-scene Incident Commander may assign a radio frequency that the City Emergency Operations Center can use to communicate with the scene.
 - See FA 2 – Communications of this plan for more information on communications systems.
- 6. Identify key incident needs, in coordination with the on-scene Incident Commander.**
- Consider coordination of the following, as required by the incident:
 - Protective action measures, including evacuation and shelter-in-place
 - Shelter and housing needs for displaced citizens
 - Emergency public information and coordination with the media
 - Provisions for Access and Functional Needs Populations, including unaccompanied children
 - Provisions for animals in disaster

Immediate Action Checklist**7. Inform the County and Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**

- Washington County Emergency Management Cooperative: (503) 846-7581
- Oregon Emergency Response System: 800-452-0311
- If there is an oil or chemical spill to report, responsible parties should call the National Response Center at 800-424-8802.

8. Declare a State of Emergency for the City, as appropriate.

- If the incident has overwhelmed or threatens to overwhelm the City's resources to respond, the City should declare a State of Emergency.
- A declaration may be made by the Mayor, Council, City Manager, Assistant City Manager, Police Chief, Public Works Director or Emergency Services Coordinator. A declaration made by anyone other than Council should be ratified by the Council as soon as practicable.
- The declaration should be submitted to Washington County Emergency Management Cooperative.
- See Section 1.7 of this plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.

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Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of Tigard will organize and respond to emergencies and disasters in the community. It is based on, and is compatible with, federal, State of Oregon, and other applicable laws, regulations, plans, and policies, including Presidential Policy Directive 8, the National Response Framework, Oregon Office of Emergency Management plans, and Washington County Emergency Operations Plan.

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

Consisting of a Basic Plan, Functional Annexes aligned with the Washington County Functional Annexes and Hazard-Specific Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Tigard will coordinate resources and activities with other federal, State, local, community- and faith-based organizations, and private-sector partners.

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Letter of Promulgation

To All Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the five mission areas of emergency management to ensure that the City is prepared to prevent, protect against, mitigate the effects of, respond to, and recover from the hazards and threats that pose the greatest risk to the City. This includes the following:

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

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

John L. Cook
Mayor

Jason Snider
Council President

John Goodhouse
Councilor

Marland Henderson
Councilor

Marc Woodard
Councilor

DATE

Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The City of Tigard Emergency Services Coordinator is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained on the Emergency Management/Resources website at http://www.tigard-or.gov/city_hall/departments/public_works/emergency/default.asp.

Department/Agency	Title
City Administration	City Manager – 1 copy
City Council	Mayor and Councilors – 5 copies
City Emergency Management	Emergency Services Coordinator – 1 copy
City Emergency Operations Center	10 copies
City Executive Staff Members	Assistant City Manager, Chief of Police, Public Works Director, Community Development Director, Risk Manager, Human Resources Director, Admin/Finance Director, Library Director – 8 copies
City Public Library	Circulation – 2 Copies
Office of Emergency Management	State Domestic Preparedness Coordinator – 1 copy
Tualatin Valley Fire & Rescue	Emergency Manager – 1 copy Tigard Fire Stations No. 50 and No. 51 – 2 copies Progress Fire Station No. 53 – 1 copy King City Fire Station No. 35 – 1 copy
Washington County Consolidated Communications Agency	Operations Manager – 1 copy
Washington County Emergency Management Cooperative	Director – 1 copy

Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for regular review of specific plan sections and annexes to ensure accuracy. Changes will be forwarded to the City Emergency Services Coordinator for incorporation into the plan and dissemination of the revised version. This does not preclude other departments and agencies with a vital interest in the plan from providing input to the document; such input is encouraged. It is also encouraged that plan review be performed concurrently with review of other related City emergency plans and procedures to enhance consistency.

Section/Annex	Responsible Party
Basic Plan	Emergency Services Coordinator
Functional Annexes (FAs)	
FA A Alert And Warning	Washington County Consolidated Communications Agency Director Emergency Services Coordinator
FA B Communications	City Information and Technology Manager Emergency Services Coordinator
FA C Damage Assessment	City Building Official
FA D Debris Management	Emergency Services Coordinator County Public Health Emergency Preparedness Program Supervisor Public Works Streets Division Supervisor
FA E Population Protection (including Evacuation)	City Assistant Police Chief
FA F Public Information	City Communications Specialist
FA G Recovery	City Executive Board
FA H Resource Management	Emergency Services Coordinator
FA I Sheltering and Mass Care	Emergency Services Coordinator County Public Health Emergency Preparedness Program Supervisor
Hazard-Specific Annexes (HAs)	
HA 1 Earthquake	City Public Works Department Director
HA 2 Flood	City Public Works Department Director
HA 3 Hazardous Materials Incident (Accidental Release)	Tualatin Valley Fire & Rescue Emergency Manager
HA 4 Major Fire	Tualatin Valley Fire & Rescue Emergency Manager

Plan Administration

Section/Annex	Responsible Party
HA 5 Public Health Incident	Emergency Services Coordinator Washington County Public Health Department Supervisor
HA 6 Severe Weather (including landslides)	City Public Works Department Director
HA 7 Terrorism	City Police Department Chief
HA 8 Transportation Accident	City Police Department Chief
HA 9 Utility Failure	City Public Works Department Director (coordinated with local utilities)
HA 10 Volcano	City Public Works Department Director

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- FA I – Sheltering and Mass Care

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Basic Plan

1

Introduction

1.1 General

The City of Tigard (City) emergency management mission is to ensure that the City is prepared for a disaster by ensuring coordination of protection, prevention, mitigation, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

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

No plan can anticipate all the situations and conditions that may arise during emergencies, and on-scene Incident Commanders must have the discretion to act as they see fit based on the specific circumstances of the incident at hand. It is imperative, however, that all jurisdictions and response agencies have a plan that provides general guidance and a common framework for preparing for, responding to, and recovering from emergencies and disasters. This plan promulgates such a framework within the City that will bring a combination of technical capabilities and resources, plus the judgment and expertise of its emergency response personnel, department directors, and other key stakeholders to bear on any incident. This EOP provides the foundation and guidance for use of National Incident Management System (NIMS) principles necessary to effectively manage incidents within or affecting the City.

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

1. Introduction

1.1.1 Whole Community Planning

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

Every person who lives or works in the City (including vulnerable populations) shares responsibility for minimizing the impact of disasters on the community. These individual responsibilities include hazard awareness, knowledge of appropriate protective actions, taking proactive steps to mitigate the impact of anticipated hazards, and preparations for personal and family safety, as well as the self-sufficiency of neighborhoods. To the greatest extent possible, the City will assist its citizens in carrying out this responsibility by providing preparedness information, as well as emergency public information and critical public services during a disaster. However, a major emergency is likely to damage the City’s critical infrastructure and reduce the workforce available to continue essential government services. Knowledgeable citizens prepared to take care of themselves and their families, and to assist neighbors in the early phases of an emergency can make a significant contribution towards survival and community resiliency.

1.2 Purpose and Scope

1.2.1 Purpose

The primary purpose of the EOP is to outline the City’s all-hazard approach to emergency operations in order to protect the safety, health, and welfare of its citizens throughout all emergency management mission areas. Through this EOP the City designates NIMS and the Incident Command System (ICS) as the frameworks within which all emergency management activities will be conducted.

1.2.2 Scope

The EOP is implemented whenever the City must respond to an emergency incident or planned event whose size or complexity is beyond that normally handled by routine operations. Such occurrences may include natural, technological, or human-caused disasters and may impact unincorporated areas of the County, incorporated municipalities, or a combination thereof. This plan is intended to guide the City’s emergency operations while complementing and supporting the emergency response plans and procedures of responding agencies, other local governments, special districts, and other public, nonprofit/volunteer, and private-sector entities.

A community’s emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, thereby facilitating multi-agency and multi-jurisdiction coordination. Using this

1. Introduction

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

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, coordinating response agencies, and other stakeholders that support emergency operations. The general public is also welcome to review non-sensitive parts of this plan to better understand how the City manages emergency operations.

1.3 Plan Implementation

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

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

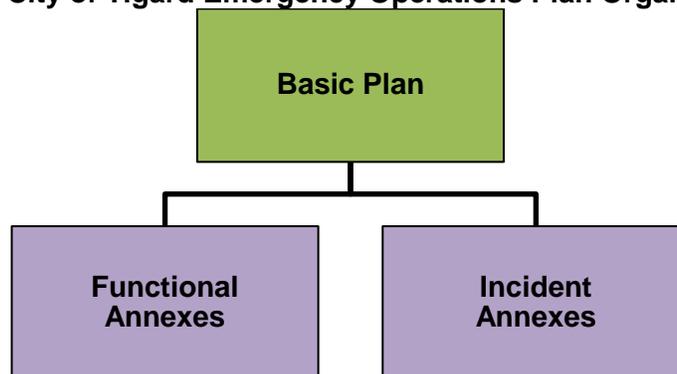
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The Emergency Services Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander.

1.4 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with appendices)
- Functional Annexes (FAs)
- Hazard-Specific Annexes (HAs)

Figure 1-1 City of Tigard Emergency Operations Plan Organization



1. Introduction**1.4.1 Basic Plan**

The purpose of the Basic Plan is to provide a framework for emergency operations and information regarding the City's emergency management structure. It serves as the primary document outlining roles and responsibilities of elected officials during an incident. Specifically, the Basic Plan identifies:

- Legal authorities, including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Hazards and threats facing the community, including planning assumptions based on the City's response capabilities.
- Roles and responsibilities for elected officials, City departments, and key response partners.
- A concept of operations for the City that describes how the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- The City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.
- The City's protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City's capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting additional resources from mutual aid agencies, followed by County agencies. The following FAs supplement the information in the Basic Plan:

- FA A Alert And Warning
- FA B Communications
- FA C Damage Assessment
- FA D Debris Management
- FA E Population Protection (including evacuation)
- FA F Public Information
- FA G Recovery

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- FA H Resource Management
- FA I Sheltering and Mass Care

1.4.2.1 Coordination with County Functions

During a major emergency or disaster affecting the County or a portion thereof, when City resources are not overwhelmed by internal response, the City and special districts may be asked to support the larger response. Requests for such assistance are issued by the Washington County EOC.

See Section 3.2.4 for more information on the responsibilities related to the following functions listed in Table 1-1.

Table 1-1 City Coordination with County Functions																					
Key: P – Primary S – Support	A - Alert and Warning	B - Animals in Disaster	C - Catastrophic Mass Reception	D - Communications	E - Damage Assessment	F - Debris Management	G - Donations Management	H - EMS Resource Management	I - Emergency Public Information	J - Emergency Volunteer Management	K - Fire Resource Management	L - Law Enforcement	M - Legal	N - Mass Fatalities	O - Mental Health	P - Population Protection	Q - Public Health	R - Resource Management	S - Shelter Care and Temporary Housing	T - Transportation Management	U - Urban Search and Rescue
	City FA Relationship	A			B	C	D			F						E		H	I		
State/Federal ESF Relationship	2	11	6	2	3		6, 11	8	15	7	4	13		6	8	1, 8	8	7	6	1	9
City of Tigard																					
City Administration										P											
Community Development Department																					S
Contracted Legal Services													P								
Emergency Services Coordinator		P	P	P		P	P		S	P					P		P	P	P		
Police Department	S			S	S				S			P		P		P					S
Public Works Department				P	P	S			S		S					S					P
Washington County																					
Emergency Management Cooperative			P							S									S	S	
Health and Human Services		P				P								P	P		P		P		
Land Use and Transportation																					S
Sheriff's Office	S			S								S		S		S					P
Private Sector, Volunteer Organizations, and Districts																					
American Red Cross			P		S				S	S						S			P	S	

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	A - Alert and Warning	B - Animals in Disaster	C - Catastrophic Mass Reception	D - Communications	E - Damage Assessment	F - Debris Management	G - Donations Management	H - EMS Resource Management	I - Emergency Public Information	J - Emergency Volunteer Management	K - Fire Resource Management	L - Law Enforcement	M - Legal	N - Mass Fatalities	O - Mental Health	P - Population Protection	Q - Public Health	R - Resource Management	S - Shelter Care and Temporary Housing	T - Transportation Management	U - Urban Search and Rescue	
Key: P – Primary S – Support																						
Bonnie L. Hays Small Animal Shelter		S																				
Chaplains															S							
Clean Water Services																	S					
Emergent care facilities and area hospitals																S						
Employee Assistance Programs															S							
Faith-based Organizations									S													
Fire Corps									S													
Local telephone companies			S																			
Medical Reserve Corps									S													
Metro						P																
Metro West							S															
Oregon Food Bank							S															
Private Sector Counselors/Psychologists														S								
Tigard CERT							S		S											S		
Tigard-Tualatin School District			S																			
Tualatin Valley Fire and Rescue					S			P	S		P			S	S							P
Volunteers in Police Service										S												
WCCCA	P		S												S		S					
State of Oregon																						
Department of Administrative Services									S		S								S			
Department of Justice											S											
Governor’s Office									S													
Office of the State Fire Marshal											S											S
Department of Agriculture		S					S															
Department of Forestry										S												

1. Introduction

Table 1-1 City Coordination with County Functions

	A - Alert and Warning	B - Animals in Disaster	C - Catastrophic Mass Reception	D - Communications	E - Damage Assessment	F - Debris Management	G - Donations Management	H - EMS Resource Management	I - Emergency Public Information	J - Emergency Volunteer Management	K - Fire Resource Management	L - Law Enforcement	M - Legal	N - Mass Fatalities	O - Mental Health	P - Population Protection	Q - Public Health	R - Resource Management	S - Shelter Care and Temporary Housing	T - Transportation Management	U - Urban Search and Rescue	
Key: P – Primary S – Support																						
Department of Human Services			S				S	S						S	S	S	S		S			
Department of Transportation					S											S				S		
Office of Emergency Management	S		S				S															S
Oregon Health Authority			S				S							S					S			
Oregon Military Department									S										S			
Oregon State Police												S										
Public Utility Commission	S		S																			
Federal																						
Department of Agriculture		S					S				S											
Department of Defense					S																	S
Department of Health and Human Services							S							S	S	S						
Department of Homeland Security	S		S	S	S		S		S	S				S				S	S			S
Department of Housing and Urban Development								S														
Department of Interior		S					S															S
Department of Justice												S										
Department of Transportation																S						
General Services Administration										S								S				

1.4.3 Hazard-Specific Annexes

While this EOP has been developed as an all-hazards planning document, some hazards may require unique considerations. To that end, HAs supplement the Basic Plan to identify critical tasks particular to specific natural, technological, and human-caused hazards identified in the City’s most current Hazard Identification and Vulnerability Assessment. The HAs identify step-by-step actions for each hazard through the pre-incident, response, and recovery phases of an incident.

- HA 1 – Earthquake

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- HA 2 – Flood (including Dam Failure)
- HA 3 – Hazardous Materials Incident (Accidental Release)
- HA 4 – Major Fire
- HA 5 – Public Health Incident
- HA 6 – Severe Weather (including Landslide)
- HA 7 – Terrorism
- HA 8 – Transportation Accident
- HA 9 – Utility Failure
- HA 10 – Volcano

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

1.5 Relationship to Other Plans

1.5.1 Federal Plans

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

- **Presidential Policy Directive 8.** Describes the Nation’s approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation’s security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to,

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recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.

- **National Response Framework (NRF).** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.
- **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted states, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1.5.2 State Plans

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

- **State Emergency Management Plan.** The State Emergency Management Plan consists of three volumes:
 - *Volume I: Preparedness and Mitigation* includes the plans and guidance necessary for the State to prepare for and mitigate the effects of a disaster. It includes the State disaster hazard assessment, exercise and training programs, and plans to lessen the physical effects of a disaster to citizens, the environment, and property. Volume I also includes the following homeland security specific activities:
 - ◆ Homeland Security State Strategy
 - ◆ Program Capability Review
 - ◆ Annual Enhancement Plan
 - ◆ NIMS Compliance Program
 - *Volume II: Emergency Operations Plan*, which is also referred to as the Basic Plan, describes in broad terms the organization used by the State to respond to emergencies and disasters. The EOP is supplemented by Emergency Support Function (ESF) Annexes, Support Annexes, and Incident Annexes. It describes common management functions, including areas common to

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most major emergencies or disasters such as communications, public information, and others.

- *Volume III: Relief and Recovery* provides guidance, processes, and rules for assisting Oregonians with recovering from the effects of a disaster. It includes procedures to be used by government, businesses, and citizens.

- **Cascadia Subduction Zone Catastrophic Operations Plan.**

Describes the roles and responsibilities of State agencies in addressing emergency response and recovery missions in a coordinated manner with local, tribal, and federal agencies after a catastrophic earthquake and tsunami.

- **State Debris Management Plan.** Provides a framework for State agencies and municipalities to facilitate and coordinate the evaluation, removal, collection, and disposal of debris following a disaster.

- **Mount Hood Coordination Plan.** Outlines how various agencies will coordinate their actions to minimize the loss of life and damage to property before, during, and after hazardous geologic events at the Mount Hood volcano.

- **State Emergency Alert System Plan.** Mandated by the Federal Communications Commission, this document outlines the organization and implementation of the State of Oregon Emergency (State) Alert System (EAS). It is the guideline for Oregon State broadcasters, cable television operators, and State and local entities authorized to use EAS, to determine distribution of the President's message, mandated and optional monitoring assignments, and participation by the National Weather Service and local and State emergency agencies.

1.5.3 Washington County Plans

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

- **County Emergency Operations Plan.** An all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.
- **County Hazard Mitigation Plan.** Creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Mitigation plans form the

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foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.

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

1.5.4 City Plans

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

- **Continuity of Government (COG) Plan.** Coordinates the recovery of essential functions for the City. This plan serves as a strategic planning effort that helps ensure that the City has sufficient resources and planning alternatives to continue its essential operations should facilities and personnel be affected by any adverse event such as fire, severe storm, power disturbance/interruption or an emergency or disaster due to terrorism, natural or technological hazard.
- **Continuity of Operations (COOP) Plan.** Prioritizes critical services and activities in order of importance for periods of limited capacity characterized by a disaster or emergency situation. This plan establishes policies and procedures, back-up capability, requirements, and staffing needed to expeditiously restore critical services.
- **Hazard Mitigation Plan Addendum.** Tigard's citizens value a safe community where natural resources are protected and there is minimal danger from both natural and man-made hazards. Tigard residents value the importance of natural systems in protecting the community from hazards, and additionally recognize that although landslides, earthquakes, wildfires, and floods occur naturally, the effects of these events are often made worse by human activities. Hazards can have a significant negative impact on a community's quality of life. It is important for the Natural Hazard Mitigation Plan Addendum (NHMPA) to provide policy direction on how the city will manage and mitigate hazardous conditions and events. Land use and mitigation

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planning, development regulations, and emergency management play key roles in assessing and reducing the risk to people and property from natural hazards.

1.5.5 Support Agency Plans

The City is supported by a number of partner agencies. To the greatest extent possible, the City encourages support agencies to design their plans to complement the City EOP, and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages.

- Tigard-Tualatin School District Emergency Plan
- TriMet Security and Emergency Preparedness Plan
- Washington County Consolidated Communications Agency (WCCCA) SOPs
- Tualatin Valley Fire & Rescue (TVF&R) EOP
- Emergency Plans for lifeline utilities (e.g., Portland General Electric Company, Clean Water Services, NW Natural, phone companies)

1.6 Authorities

1.6.1 Legal Authorities

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

The City does not have an office or division of emergency management services separate from its existing departments. However, for the purposes of this plan and consistency with the County and State plans, the City's emergency management structure will be referred to generally as the City Emergency Management Organization (EMO), though no formal organization exists. The City EMO will:

- Coordinate planning activities necessary to prepare and maintain the City EOP.
- Manage and maintain the City EOC, from which City officials can coordinate emergency and disaster response activities.
- Establish an Incident Command structure for management of incidents by all local emergency service agencies.

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- Coordinate with County and State agencies, as well as other private, nonprofit, volunteer, and faith-based organizations, to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the City Public Works Department has been identified as the lead agency in the EMO. The Emergency Services Coordinator has authority and responsibility for the organization, administration, and operation of the EMO. The Emergency Services Coordinator may delegate any of these activities to designees, as appropriate.

The City EMO is consistent with NIMS, and procedures supporting NIMS implementation and training for the City will be developed and formalized by the City Emergency Services Coordinator.

Table 1-2 sets forth the federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-2 Legal Authorities	
Federal	
–	Public Law 93-288 Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (last amended April 2013)
–	Public Law 107-296 The Homeland Security Act of 2002
–	Public Law 109-295 The Post-Katrina Emergency Management Reform Act (2007)
–	Homeland Security Presidential Directive 5: Management of Domestic Incidents (2003)
–	Presidential Policy Directive 8: National Preparedness (2008)
–	Federal Emergency Management Agency (FEMA) Policy
○	FEMA Publication: 1 The Federal Emergency Management Agency (November 2010)
○	FDOC 104-008-1: A Whole Community Approach to Emergency Management (December 2011)
○	FEMA Incident Management and Support Keystone (January 2011)
○	National Incident Management System (December 2008)
○	National Preparedness Goal (September 2011)
○	FEMA Administrator’s Intent (2015-2019)
○	FEMA Strategic Plan 2011-2014
○	Crisis Response and Disaster Resilience 2030 (January 2012)
○	National Response Framework (January 2008)
○	National Disaster Recovery Framework (September 2011)
○	National Disaster Housing Strategy (January 2009)

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Table 1-2 Legal Authorities
State of Oregon
<ul style="list-style-type: none"> – Oregon Revised Statutes (ORS) 401 Emergency Management and Services – ORS 402 Emergency Mutual Assistance Agreements – ORS 403 Public Safety Communications System – ORS 404 Search and Rescue – Oregon Administrative Rules Chapter 104 Oregon Military Department, Office of Emergency Management
Washington County
<ul style="list-style-type: none"> – Washington County Code, Chapter 8.36 – Washington County Emergency Management Cooperative Intergovernmental Agreement – Washington County Ordinance 235 – Ordinance Providing Procedures for Declaration of Emergency – Washington County Resolution and Order 05-150 – Adopting NIMS – Washington County Resolution and Order 84-219 – Emergency Management Functions – Washington County Resolution and Order 95-56 – Emergency Management Functions
City of Tigard
<ul style="list-style-type: none"> – Ordinance 05-01, Amending Language of Tigard Comprehensive Plan – Ordinance 83-47, Establishing a Local Organization to Provide Emergency Operations – Ordinance 96-38, Adopting New Emergency Management Plan – Resolution 05-58, Adopting National Incident Management System and Incident Command system – Tigard Municipal Code 12.10.180, Limitation on the Use of Water – Tigard Municipal Code 7.74, Emergency Operations

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection, except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

Copies of existing agreements can be accessed through the City Recorder and Public Works Office Manager. During an emergency situation, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

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

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

The City Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.

1.7.2 City of Tigard Disaster Declaration Process

A “local emergency” or “disaster” exists whenever the City or an area therein is suffering, or is in imminent danger of suffering, an event that may cause injury or death to persons, or damage to or destruction of property, to the extent that extraordinary measures must be taken to protect public health, safety, and welfare. A local emergency may also exist whenever the City’s resources (people, equipment, and/or facilities) are suffering, or are in imminent danger of suffering, an event that may injure or damage them. Such an event includes, but is not limited to, the following: fire, explosion, flood, severe weather, drought, earthquake, volcanic activity, spills or releases of oil or hazardous material as defined in ORS 466.605, contamination, utility or transportation emergencies, disease, blight, infestation, civil disturbance, riot, sabotage, terrorist attack, and war. A local emergency can be a small, confined incident such as a landslide or a widespread event such as an earthquake or wind storm.

The local declaration process is a coordinated effort between agency emergency managers, legal and other executive staff, the incident management team (field and EOC), and agency elected officials. It is typically triggered by the results of a

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damage assessment performed during or immediately after an incident. In the case of widespread and/or catastrophic incidents where the impacts are obvious, the declaration process may occur immediately without waiting for completion of a formal assessment.

For small incidents where outside assistance is not required, City elected officials will likely be asked to declare an emergency to invoke specific emergency authorities authorized in the City's codes or ordinances (e.g., suspension of normal contracting rules).

If an incident is of such a nature or scope that it exceeds the resources available to a local government, the City's elected officials can declare a disaster and request assistance from the next higher level of government (City to County to State). In many cases, the City will declare an emergency and a disaster and request assistance simultaneously.

An agricultural emergency can occur as part of a widespread incident and be included in the City's disaster declaration or it can occur independent of a broader emergency. Such is the case in a severe, but short duration weather event (e.g., freeze) that heavily damages crops, but does not broadly impact people or infrastructure. When such an incident occurs, the County Emergency Board, which consists of local representatives from U.S. Department of Agriculture agencies and other agriculture programs, sends a "Flash Report" to State and federal agriculture officials and conducts a formal damage assessment. If the assessment warrants, the County Emergency Board asks the Board of County Commissioners to declare an agriculture emergency and seek State and federal assistance.

A declaration shall:

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

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The declaration of emergency will be written based on the best information available at the time. It may be amended, based on additional information or changes in the situation. The City Attorney may be consulted to review the declaration for legality or sufficiency of emergency measures and emergency powers invoked within the document. If County, State, or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended, are nearing depletion, or are projected to be inadequate and that mutual aid agreements have been initiated, as well as contain a specific request for the type(s) of assistance required.

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

- **EOC Director:** Present the package to City Council.
- **Operations:** Identify necessary resources and outline any special powers needed to respond to the emergency. Assist in the Initial Damage Assessment (IDA).
- **Planning:** Provide situation and resource summaries; conduct a windshield survey, IDA, and Preliminary Damage Assessment (PDA).
- **Logistics:** Compile resource requests.
- **Finance:** Track incident costs, assist in the PDA, and coordinate damage survey activities.

See Appendix A for sample Declaration of Emergency forms.

1.7.3 Washington County Declaration Process

The Board of County Commissioners may declare a State of Emergency in the unincorporated area of the County or any part thereof if the board determines that the area is suffering or is in imminent danger of suffering a natural or human-caused event that may result in injury or death to persons, damage or destroy property, or disrupt the provision of important government and public services. An event may include, but is not limited to, the following:

- A civil disturbance, riot, or act of terrorism.
- A disaster such as flood, windstorm, snow or ice storm, earthquake, volcanic eruption or related activity, fire, explosion, or infestation.
- The declaration of a national or State-level emergency.
- Any major disruption of community services such as transportation, power supply, water supply, sanitation, or communications.
- A health hazard, whether natural or human-caused.

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- Spills or releases of hazardous materials or environmental contaminants.
- An influx of refugees from other areas.

Notwithstanding that the declaration must be in writing, if the exigencies of the situation make it impractical to secure an original signature or document, the declaration or any other document provided for in this chapter may be evidenced by a fax or electronic copy, by documenting an oral declaration or such other steps as are reasonable under the circumstances, provided that an original signed declaration or other document shall be obtained or provided at the earliest practical opportunity.

1.7.4 State Assistance

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

State resources are provided to the County or City EMO or to the on-scene Incident Commander as agreed by the entities concerned. The OEM Director makes final decisions in cases of conflicting interest such as competing resource requests or priority questions.

1.7.5 Federal Assistance

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

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

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-3 presents the policy and operational lines of succession during an emergency for the City. Order of succession guidelines for emergency coordination and emergency policy and governance are kept within the vital records packet at the EOC.

Table 1-3 City Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
1. Emergency Services Coordinator 2. Police Department Captain 3. Public Works Director	1. Mayor 2. Council President, Council 3. City Manager 4. Administration Director 5. Police Chief 6. Public Works Director 7. Community Development Director 8. Finance/Information Technology Director 9. Library Director

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession can be found in each individual department. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Manager and Emergency Services Coordinator 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 essential functions during an emergency.

1.8.2 Preservation of Vital Records

The City has developed a vital records packet for use during emergency events. This packet contains records essential to executing emergency functions and includes this EOP, emergency operating records essential to the continued function of the City EMO, a current call-down list, a vital records inventory, necessary keys or access codes, a list of primary and alternate facilities, and the City’s COOP plan.

Each City department must provide for the protection, accessibility, and recovery of the agency's vital records, systems, and equipment. These are rights and interests records, systems, and equipment that, if irretrievable, lost, or damaged, will materially impair the agency's ability to conduct business or carry out essential functions. Each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should take into account the cost of protecting or reconstructing records weighed against the necessity of the information for achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

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

The Emergency Services Coordinator of the City is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County EMC.

1.9.1.1 Conflagration

In the case of emergencies involving fires threatening life and structures, the Emergency 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.

When, in the judgment of the TVF&R Fire Chief or County Fire Defense Board Chief, an emergency is beyond the control of district fire suppression resources, including primary mutual aid, the Fire Defense Board Chief shall report the conditions of the emergency to the State Fire Marshal Office and/or request mobilization of support for the [department/district]. After verifying the need for mobilized support, the State Fire Marshal shall, if appropriate, request authorization from the governor to invoke the Emergency Conflagration Act.

The TVF&R Fire Chief is responsible for:

- Contacting the Fire Defense Board Chief to request the Conflagration Act be invoked.
- Participating in incident conference call.
- Providing local GIS capabilities or maps.
- Working with the IMT to locate a base camp.
- Maintaining communications with the IMT throughout the deployment to assist with emergency management and other local issues.

The Fire Defense Board Chief is responsible for:

- Notifying the State Fire Marshal via the OERS.
- Providing the following information to the OSFM Duty Officer of Chief Deputy
 - Incident Name

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- Contact Information
- Type and location of incident
- Situation Description
- Confirmation that local and mutual aid resources are depleted.
- Incident Commander information
- Weather information
- What resources are being requested

- Participating in incident conference call.

Requests for conflagration should be made when a significant threat exists. Examples of those are:

- Life threatening situations (firefighter or public safety)
 - Evacuations currently taking place
 - Advisory evacuations
 - Evacuation plans in place
 - Road, highway, or freeway closure
- Real property threatened
 - Number of structures, commercial, and/or residents
 - Number of subdivisions
 - Population affected
 - Historical significant cultural resources
 - Natural resources, such as crops, grazing, timber, watershed
 - Critical infrastructure, such as major power lines
- High damage potential
 - Long-term or short-term damage potential
 - Plausible impacts on community
 - Fuel type; fire size and growth potential
 - Political situations
 - Severity, extreme behavior, and fuel conditions

Source: 2013 Fire Service Mobilization Plan

1.9.2 Financial Management

1.9.2.1 Redirection of Funds

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

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

1.9.2.1 Incident Costs and Expenditure Reports

All departments and divisions participating in the response will maintain detailed records of their costs for emergency operations to include:

- Personnel costs, including overtime and food costs
- Equipment operations
- Leased or rented equipment
- Contract services to support emergency operations
- Specialized supplies expended for emergency operations
- Personnel and equipment obtained through mutual aid or other agreement

1. Introduction

- Costs associated with providing support to outside resources (e.g., County, State, and/or federal teams).

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

1.9.3 Legal Support and Liability Issues

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

1.9.4 Reporting and Documentation

1.9.4.1 Reporting

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

- **Hazardous Materials Spill reporting** – If the City is responsible for a release of hazardous materials of a type or quantity that must be reported to State or federal agencies, the department or agency responsible for the spill will make the required report. If the party responsible for a reportable spill cannot be located, the on-scene Incident Commander will ensure that the required report(s) are made.
- **Initial Emergency Report** – A short verbal report should be prepared and transmitted by the EOC to OERS when an ongoing emergency incident appears likely to worsen and assistance may be needed from other local governments or the State.
- **Initial Damage Assessment (IDA)** – Any time a request for State assistance is contemplated, an IDA is coordinated by the EOC.
- **Situation Report** – A daily (or more frequent) situation report should be prepared and distributed by the EOC during major emergencies or disasters.
- Other reports including –

1. Introduction

- Incident Command logs
- Cost recovery forms
- Incident critiques and After Action Reports (AARs)

1.9.4.2 Activity Logs

The Incident Command Post(s), EOC, and/or Department Operations Centers (DOCs) will maintain accurate logs (ICS 214) of key response activities including:

- Activation or deactivation of emergency facilities
- Emergency notifications to local and county governments and to state and federal agencies
- Request for emergency declarations
- Significant changes in the emergency
- Major commitments of resources or requests for additional resources from external sources
- Issuance of protective action recommendations to the public
- Evacuations
- Mass casualties
- Containment or termination of the incident
- Dispatch logs (DOCs only)

1.9.5 Consumer Protection

Consumer complaints regarding alleged unfair or illegal business practices might occur in the aftermath of a disaster. Such complaints will be referred to City Council.

1.10 Safety of Employees and Family

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

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

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

If necessary, the Oregon Occupational Safety and Health Administration, in coordination with the Oregon Health Authority, may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergency incident or disease outbreak is presented in FA Q of the County EOP.

While all City agencies and employees are expected to contribute to the emergency response and recovery efforts of the community, employees' first responsibility is to their own and their families' safety. Each employee is expected to develop family emergency plans to facilitate family safety and self-sufficiency, which in turn will enable employees to assume their responsibilities to the County and its citizens as rapidly as possible.

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

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Situation and Planning Assumptions

2.1 Situation

The City of Tigard is exposed to many hazards that have the potential to disrupt the community, cause damage, and create casualties. Natural hazards to which the City may be exposed include droughts, floods, wildfires, and winter storms. The threat of a technological or human-caused chemical, biological, radiological, nuclear, or explosive incident is present as well. Other disaster situations could develop from hazardous material accidents, health-related incidents, conflagrations, major transportation accidents, or acts of terrorism.

2.1.1 Community Profile

The City of Tigard is located in Washington County, 10 miles southwest of downtown Portland. It is adjacent to the cities of Portland, Beaverton, Tualatin, Kind City, Lake Oswego, and Durham.

Transportation, employment and industry information of the City of Tigard can be found in Section 2 of the City's Natural Hazard Mitigation Plan.

2.1.1.1 Demographics

As of the census of 2010, there were 48,035 people, 19,157 households, and 12,470 families residing in the City. There were 20,068 housing units. The racial makeup of the City was 79.6% White, 1.8% African American, 0.7% Native American, 7.2% Asian, 0.9% Pacific Islander, 5.9% from other races, and 4.0% from two or more races. Hispanic or Latino residents of any race were 12.7% of the population.

There were 19,157 households of which 33.3% had children under the age of 18 living with them, 50.4% were married couples living together, 10% had a female householder with no husband present, 4.6% had a male householder with no wife present, and 34.9% were non-families. Households consisting of single individuals made up 26.9%, and 8.7% had someone living alone who was 65 years of age or older. The average household size was 2.49, and the average family size was 3.04.

The median age in the City was 38.6 years. Residents under the age of 19 made up 26.4% of the population; 5.8% were between the ages of 20 and 24; 29.2%

2. Situation and Assumptions

were age 25 to 44; 27.4% were age 45 to 64; and 11.3% were 65 years of age or older. The gender makeup of the City was 49% male and 51% female.

2.1.1.2 Education

The City's elementary, middle, and high school students are served by the Tigard-Tualatin School District (K-12), as well as private schools such as Touchstone School (Preschool to grade 6), Muslim Educational Trust (Preschool to grade 12), Gaarde Christian School (preschool to grade 8), St. Anthony School (preschool to grade 8), Westside Christian High School (grade 9 to 12) and Children's Village Day School (preschool to grade 5). The City is also home to a University of Phoenix campus and Everest Institute campus.

2.1.1.6 Community Events

The following community events may influence the City's hazard and threat analysis and preplanning for an emergency:

- **Balloon Festival** – This three-day event occurs in the third weekend in June and is attended by 20–30,000 people. Planning for the festival starts in April, and the Public Works, Fire, and Police departments are all involved. A DOC is set up at the Parks Building; the City utilizes mutual aid during this event.
- **4th of July** – This event features fireworks and draws approximately 5,000 attendees.
- **Halloween** – Businesses open their doors for trick-or-treating and other festivities, the Tigard Community Emergency Response Team (CERT) is involved.
- **Multiple Runs** – The City is host to several running events throughout the year. The route review for each run includes how many runners are expected to participate.

2. Situation and Assumptions

Figure 2-1 Map of City of Tigard

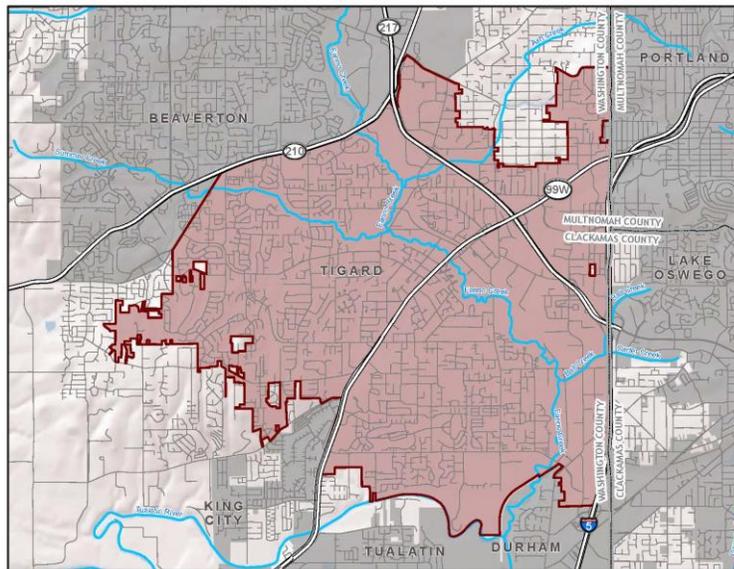
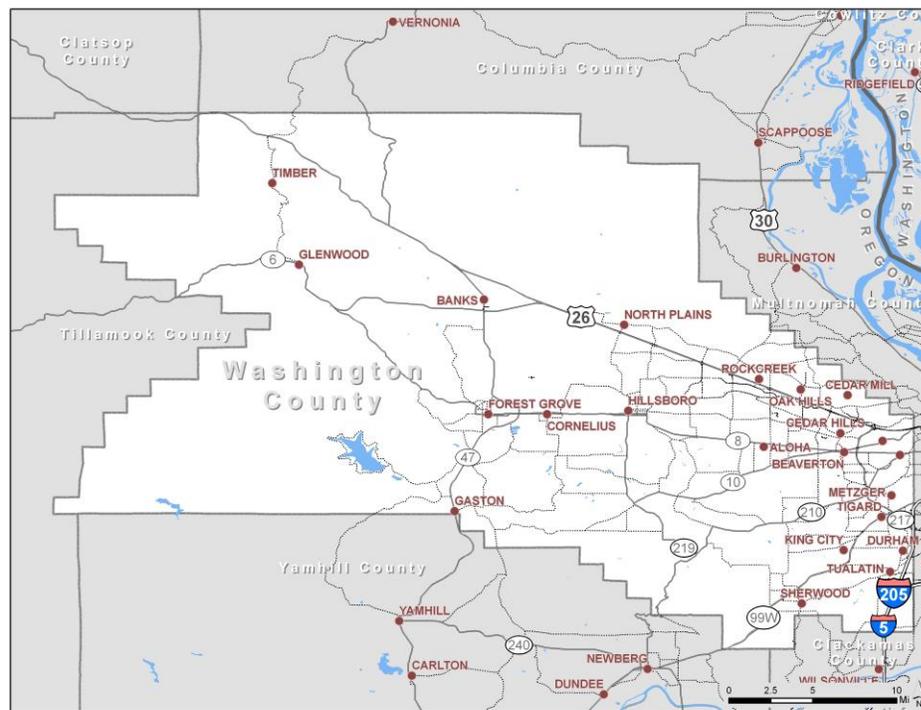


Figure 2-2 Map of Washington County



2.1.2 Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats, as described below:

- **Natural Hazards:** Result from acts of nature.

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- **Technological Hazards:** Result from accidents or failures of systems and structures.
- **Human-Caused/Adversarial Threats:** Result from intentional actions of an adversary.

Table 2-1 identifies the hazard/threat most likely to impact the City based on the community’s vulnerability and the resulting potential impacts of the hazard or threat.

Table 2-1 Identified Threats/Hazards		
Natural	Technological	Human-Caused/Adversarial Threats
<ul style="list-style-type: none"> • Earthquake • Fire (wildland-urban interface) • Flood • Landslide/Debris Flow • Windstorm • Winter Storm • Disease Outbreak: Human 	<ul style="list-style-type: none"> • Hazardous Materials Incident 	<ul style="list-style-type: none"> • Multiple Victim Shooting • Sabotage • Violent Extremism

See the City Natural Hazard Mitigation Plan for more information regarding natural hazards for the area.

2.1.3 Hazard Analysis

The Hazard Analysis identifies the relative risk posed to the City by each hazard and threat described above, in order to ensure that high priority hazards are addressed in the City’s hazard mitigation planning, emergency response, and recovery procedures. Each natural and technological/human-caused hazard is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion’s severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

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Table 2-2 City of Tigard’s Natural Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score	Hazard Score ⁵
	History ¹ (WF=2)	Vulnerability ² (WF=5)	Max Threat ³ (WF=10)	Probability ⁴ (WF=7)		
Multi-Hazard	-	-	-	-	-	6
Weather Storm	16	35	100	42	193	5
Earthquake	6	50	100	21	177	4
Flood	20	25	75	49	169	3
Wildfire	16	25	50	49	140	2
Landslide	6	25	40	35	106	1

Notes:

- History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; medium = 2–3 events in last 100 years; low = 1 or 0 events in last 100 years.
- Vulnerability addresses the percentage of population or property likely to be affected by the average occurrence of a hazard. Weight Factor is 5. Rating factors: high = more than 10% affected; medium = 1%–10% affected; low = less than 1% affected.
- Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; medium = 5%–25% could be affected; low = less than 5% could be affected.
- Probability addresses the likelihood of a future hazard occurrence within a specified period of time. Weight Factor is 7. Rating factors: high = one incident likely within a 10–35 year period; medium = one incident likely within a 35–70 year period; low = one incident likely within a 75–100 year period.
- The hazards were given a score of one point to six points, in ascending order of importance.

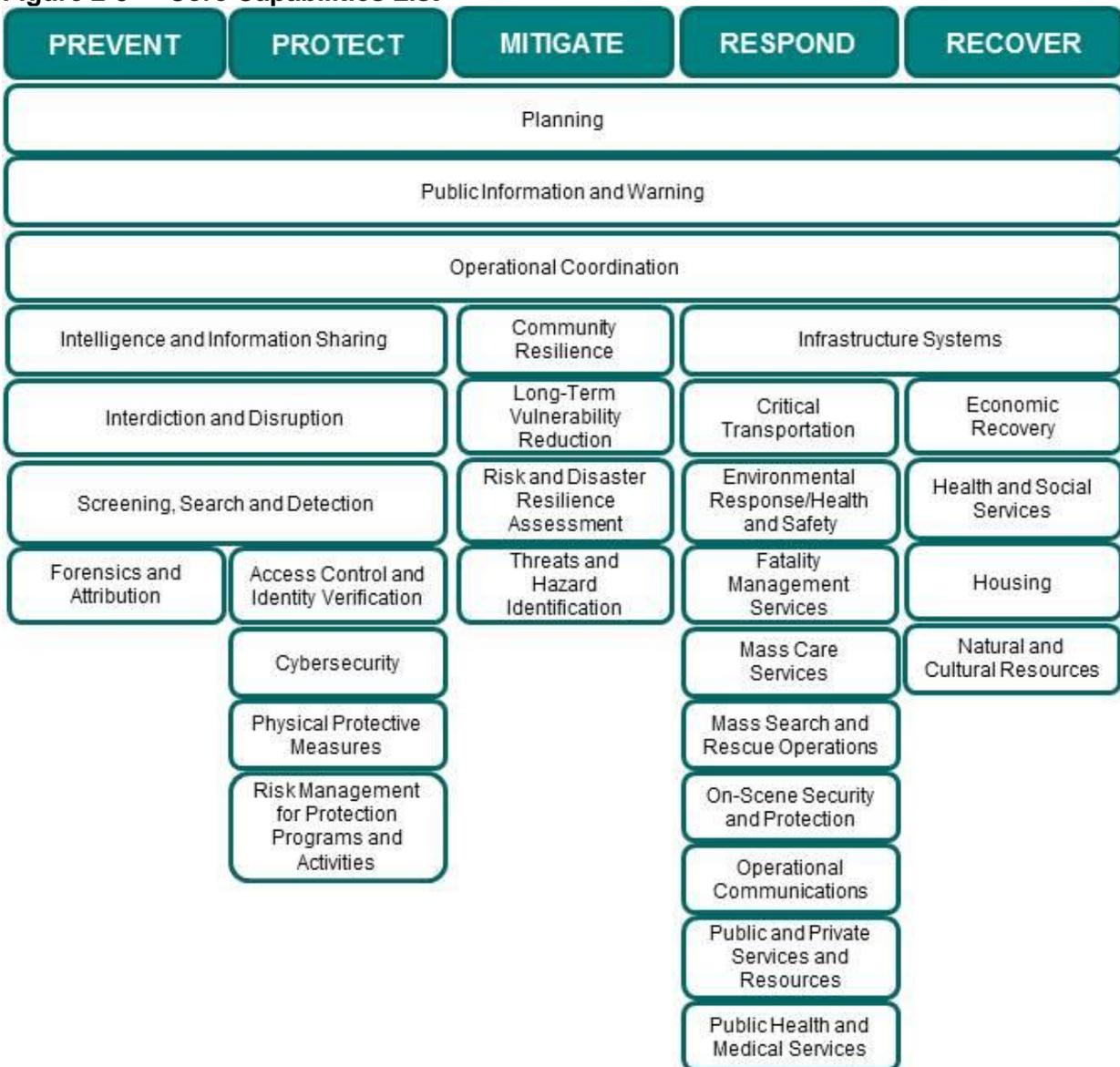
2.1.4 Capability Assessment

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

The City has not defined its core capabilities in accordance with the National Preparedness Goal or undertaken a formal capabilities assessment to date. Should an assessment be conducted in the future, it will help emergency responders evaluate, coordinate, and enhance the cohesiveness of their emergency response plans. A community capability assessment is a low impact systematic approach to evaluate the City’s emergency plan and capability to respond to hazards.

2. Situation and Assumptions

Figure 2-3 Core Capabilities List



2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) support the delivery of critical and essential services that help ensure the security, health, and economic vitality of the City. CIKR includes the assets, systems, networks, and functions that provide vital services to cities, states, regions, and, sometimes, the nation, disruption to which could significantly impact vital services, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

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

2. Situation and Assumptions

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

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

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

2. Situation and Assumptions

- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur without warning. If such an attack occurs, the City could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.
- Outside assistance will be available in most major emergency/disaster situations that affect the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State-declared emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions
 - Formally trained in the duties, roles, and responsibilities required of them during emergency operations.

3

Roles and Responsibilities

3.1 General

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

The County EMC Director is responsible for emergency management planning and operations for the area of the County lying outside the limits of the incorporated municipalities. The mayor or other designated official (pursuant to city charter or ordinance) of each incorporated City is responsible for emergency management planning and operations for that jurisdiction. Responsibilities may be shared with County Emergency Management under mutual agreement.

Most City departments have emergency functions that are similar to their normal duties. Each department is responsible for developing and maintaining its own procedures for carrying out these functions during an emergency. Specific responsibilities are outlined below, as well as in individual annexes.

3.2 Emergency Management Organization

The Emergency Services Coordinator may, depending on the size or type of incident, delegate the authority to lead response and recovery actions to other City staff. These delegations of authority and limitations to authority should be documented within the incident log. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary depending upon the location, size, and impact of the incident. The EMO for the City is divided into two general groups, organized by function—the Policy Group and Emergency Response Agencies.

3.2.1 Policy Group

The Policy Group may include representation from each City department during an event. The Policy Group is responsible for the activities conducted within its

3. Roles and Responsibilities

jurisdiction. The members of the group include both elected and appointed executives with legal responsibilities. Key general responsibilities for local elected and appointed officials include:

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

3.2.1.1 Mayor and City Council

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

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by city ordinance.
- Adopting an EOP and other emergency management–related resolutions.

3. Roles and Responsibilities

- Declaring a State of Emergency and providing support to the on-scene Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

3.2.1.2 City Manager

The City Manager is responsible for continuity of government, overall direction of City emergency operations, and dissemination of public information, including the following tasks:

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

3.2.1.3 Emergency Services Coordinator

The Emergency Services Coordinator has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The Emergency Services Coordinator works with the Policy Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The Emergency Services Coordinator 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 Services Coordinator is responsible for:

- Serving as staff advisor to the Mayor, City Council, and City Manager for emergency matters.
- Coordinating the planning and general preparedness activities of the government and maintenance of this plan.
- Analyzing the emergency skills required and arranging the training necessary to provide those skills.
- Preparing and maintaining a resource inventory (including call-down lists).

3. Roles and Responsibilities

- Ensuring the operational capability of the City EOC.
- Activating the City EOC.
- Keeping the governing body apprised of the City's preparedness status and anticipated needs.
- Serving as day-to-day liaison between the City and County Emergency Management.
- Maintaining liaison with organized emergency volunteer groups and private agencies.

3.2.1.4 City Department Heads

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

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff comprises emergency response personnel, the majority of City departments focus on supporting emergency response personnel and/or the continuity of services they provide to the public.

All City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession and/or delegation of authority for each department.
- Developing alert and notification procedures for department personnel.
- Developing guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department, in coordination with the EOC Finance Section if activated, and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime,

3. Roles and Responsibilities

equipment used/expended, and contracts initiated.

- Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Notifying the Emergency Manager of resource shortfalls.
- Identifying essential functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete required training (including required NIMS and ICS training).
- Dedicating staff time for participation in training exercises.
- Preparing and maintaining supporting SOPs and annexes (including incorporation of NIMS components, principles, and policies).

3.2.3 Responsibilities by Department and Agency

Each department has assigned response functions that are generally related to that department's day-to-day activities. Some departments may share response functions with other departments.

3.2.3.1 Community Development Department

Community Development's responsibilities include:

- Supporting community recovery through block grant and other emergency-focused development funds.

3.2.3.2 City Administrations Office

City Administration's responsibilities include:

- Ensuring continuity of City administration.
- Supporting the County role in alert and warning of the public.
- Ensuring COG.
- Coordinating dignitary/Very Important Person (VIP) visits with the Joint Information Center (JIC).

3. Roles and Responsibilities

- Providing necessary direction, guidance, and support to the EOC and City government.
- Ensuring that accurate financial records are maintained.
- Assigning Incident Commanders and ensuring that the City follows NIMS/ICS
- Coordinating accurate, timely public information messages with the JIC/Joint Information System (JIS).
- Conducting damage assessments on critical City infrastructure.
- Forecasting economic impacts on City revenue impacts.

3.2.3.3 City Public Works Department

City Public Works Department's responsibilities include:

- Coordinating damage assessment of City facilities, roads, and bridges.
- Coordinating building safety inspections.
- Supporting dignitary/VIP coordination with the JIC and City Administration.
- Coordinating engineering/construction of City roads.
- Coordinating maintenance and repair of roads and bridges.
- Supporting evacuation operations with the City Police Department.
- Supporting hazardous materials response with fire.
- Supporting heavy rescue with TVF&R and the Police Department.
- Supporting the Police Department with traffic and access control.
- Supporting public information messages with the JIC/JIS.
- Supporting transportation needs with the Police Department.
- Coordinating utility response with utility providers, TVF&R, Police Department, and emergency management.
- Coordinating solid waste and debris management with the County.
- Coordinating road status information with the EOC, when activated by City Emergency Management.

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- Coordinating policy development and implementation with the City Administrative Office.
- Supporting alert and warning of the public with the Police Department, the City Administrative Office, and the County, as appropriate.
- Coordinating communications with WCCCA.
- Coordinating direction and control with City Administration, appropriate department heads, and elected officials.
- Supporting environmental services with the County Land Use and Transportation Department.
- Coordinating EOC management.
- Supporting public information dissemination.
- Supporting transportation with the County Land Use and Transportation Department and Oregon Department of Transportation.
- Support utility response and reconstruction with the County Land Use and Transportation Department and utility providers.

3.2.3.4 City Police Department

City Police Department's responsibilities include:

- Coordinating alert and warning of the public with support from City Administration and emergency management.
- Supporting damage assessment.
- Supporting dignitary/VIP coordination with the JIC/JIS and the City Administration
- Supporting emergency medical with fire and EMS.
- Coordinating evacuation and shelter-in-place operations with support from fire and the Public Works Department.
- Supporting hazardous materials response, with fire services.
- Coordinating law enforcement with support from the County Sheriff's Office.
- Coordinating missing person's locator activities.
- Supporting mass fatality operations.

3. Roles and Responsibilities

- Supporting public information with the JIC/JIS and the City Administration.
- Supporting rural search and rescue operations.
- Supporting transportation needs, with City Public Works, County Support Services, and County Land Use and Transportation.
- Coordinating intelligence investigation information activities with other law enforcement agencies.

3.2.3.5 Washington County Consolidated Communications Agency

WCCCA's responsibilities include:

- Coordinating communications with the Police Department, TVF&R, City Emergency Management, and Washington County Amateur Radio Emergency Service.
- Supporting communications with the City EOC, DOCs, and other EOCs, when activated.

3.2.4 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments/districts, law enforcement, emergency medical service (EMS) providers, and public health, environmental health, and public works departments.

Departments or agencies assigned as primary may only be responsible for coordinating with other primary or supporting agencies to ensure continuity.

■ Primary Agency(s)

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

■ Supporting Agency(s)

- Identify agencies with substantial support roles during major incidents.

3. Roles and Responsibilities

3.2.4.1 Alert and Warning

Primary Agency: WCCCA

Supporting Agencies: Police Department, County Sheriff's Office

Responsibilities related to alert and warning include:

- Monitoring emergency communications networks.
- Disseminating emergency alerts, as requested by the on-scene Incident Commander, EOC Director, or PIO.
- Receiving and disseminating warning information to the public and key County and City officials.

See FA A – Alert and Warning and County EOP, FA A – Alert and Warning for more details.

3.2.4.2 Animals in Disaster

Primary Agency: Emergency Services Coordinator, County Health and Human Services (Animal Services)

Supporting Agencies: Bonnie L. Hays Small Animal Shelter

Responsibilities related to animals in disaster include:

- Coordinating with pet-owners in protecting the safety and well-being of household pets.
- Evaluating the need for special provisions for animals during an evacuation.
- Establishing animal shelter locations.
- Coordinating the proper disposal of dead animals.
- Tracking animals and transfer of custody.

See County EOP, FA B – Animals in Disaster for more details.

3.2.4.3 Catastrophic Mass Reception

Primary Agency: City Emergency Services Coordinator, County EMC, American Red Cross

Supporting Agencies: Tigard-Tualatin School District

Responsibilities related to catastrophic mass reception include:

- Estimating the number of potential evacuees who will arrive in Washington County and activate the EOC if necessary.
- Activating shelter and mass care responses.

3. Roles and Responsibilities

- Developing strategies to reduce the impact of arriving evacuees on infrastructure and resources.

See County EOP, FA C – Catastrophic Mass Reception for more details.

3.2.4.4 Communications

Primary Agency: City Public Works Department, Emergency Services Coordinator

Supporting Agencies: City Police Department, WCCCA, County Sheriff's Office, local telephone companies

Communication-related responsibilities include:

- Establishing and maintaining emergency communications systems.
- Coordinating the use of all public and private communication systems necessary during emergencies.
- Managing and coordinating all emergency communication within the EOC, once activated.
- Managing and coordinating all emergency notifications to departments and officials (e.g., during transition to continuity facilities or succession notification).

See FA B – Communications and County EOP, FA D – Communications for more details.

3.2.4.5 Damage Assessment

Primary Agency: City Public Works Department

Supporting Agencies: City Police Department, TVF&R, Red Cross

Responsibilities related to damage assessment include:

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

3. Roles and Responsibilities

See FA C – Damage Assessment and County EOP, FA E – Damage Assessment for more details.

3.2.4.6 Debris Management

Primary Agency: Emergency Services Coordinator, Metro, County Health and Human Services Department

Supporting Agencies: City Public Works Department

Responsibilities related to debris management include:

- Coordinating activities related to hauling and disposal of solid wastes.
- Collecting and processing of household hazardous wastes.
- Managing the public information program.
- Coordinating with haulers.
- Contracting for emergency services.
- Designating emergency drop-off points.
- Removal of debris from City rights-of-way.

See FA D – Debris Management and County EOP, FA F – Debris Management for more details.

3.2.4.7 Donations Management

Primary Agency: Volunteer and Donations Manager

Supporting Agencies: Tigard CERT, Oregon Food Bank

Responsibilities related to donations management include:

- Developing and overseeing a donations management program.
- Coordinating the donations management efforts with volunteer organizations.

See County EOP, FA G – Donations Management for more details.

3.2.4.8 Emergency Medical Service Resource Management

Primary Agency: TVF & R

Supporting Agencies: MetroWest, mutual aid partners

EMS-related responsibilities include:

- Providing emergency medical care and transport.
- Coordinating EMS resources.

3. Roles and Responsibilities

- Requesting additional EMS assets as necessary.

See County EOP, FA H – Emergency Medical Service Resource Management for more details.

3.2.4.9 Public Information

Primary Agency: City Administration

Supporting Agencies: Assigned Department PIOs

Responsibilities related to public information include:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Coordinating with other agencies to ensure consistency of education and emergency information.
- Arranging for media representatives to receive regular briefings on the City's status during extended emergency situations.
- Securing printed and photographic documentation of the disaster situation.
- Handling unscheduled inquiries from the media and the public.
- Being aware of non-English-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.
- Monitoring the media and correcting misinformation.
- Overseeing and providing information to call-takers who receive requests for assistance from the public.

See FA F – Public Information and County EOP, FA I – Emergency Public Information for more details.

3.2.4.10 Emergency Volunteer Management

Primary Agency: Volunteer and Donations Manager

Supporting Agencies: County EMC, Tigard CERT, American Red Cross, Fire Corps, Medical Reserve Corps, Volunteers in Police Service, volunteers associated with faith-based organizations

Responsibilities related to emergency volunteer management include:

- Developing and overseeing a volunteer management program.

3. Roles and Responsibilities

- Coordinating volunteer management efforts with established volunteer organizations.

See County EOP, FA J – Emergency Volunteer Management for more details.

3.2.4.11 Fire Service

Primary Agency: TVF & R

Supporting Agencies: Mutual aid partners, City Public Works Department

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Performing life-safety inspections and recommendations for activated emergency shelters.

See County EOP, FA K – Fire Resource Management for more details.

3.2.4.12 Law Enforcement

Primary Agency: City Police Department

Supporting Agencies: County Sheriff's Office, mutual aid partners

Responsibilities related to law enforcement include:

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

See County EOP, FA L – Law Enforcement for more details.

3.2.4.13 Legal

Primary Agency: Contracted Legal Services

Supporting Agencies: None.

Responsibilities related to legal services include:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources

3. Roles and Responsibilities

- Establish curfews
 - Restrict or deny access
 - Specify routes of egress
 - Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property
- Reviewing and advising City officials in determining how the City can pursue critical objectives while minimizing potential exposure.
 - Preparing and recommending local legislation to implement emergency powers when required.
 - Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
 - Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

See County EOP, FA M – Legal for more details.

3.2.4.14 Mass Fatalities

Primary Agency: City Police Department, TVF & R, County Medical Examiner, County Health and Human Services Department

Supporting Agencies: County Sheriff's Office

Responsibilities related to mass fatalities include:

- Contacting the County Medical Examiner.
- Securing the scene.
- Establishing appropriate staging areas.
- Implementing life safety measures.
- Implementing search and recovery operations.
- Implementing mortuary operations.
- Coordinating a Family Assistance Center.
- Investigating criminal acts.
- Investigating fire causes.

3. Roles and Responsibilities

See County EOP, FA N – Mass Fatalities for more details.

3.2.4.15 Mental Health

Primary Agency: Emergency Services Coordinator, County Health and Human Services Department

Supporting Agencies: Private sector counselors/psychologists, Employee Assistance Programs, Chaplains, TVF&R

Washington County mental health services are provided through the County government using a system of for profit and nonprofit agencies. Services are provided Countywide, and no other governmental agency, special district, non-governmental organization, or business has the responsibility to provide these services. Responsibilities related to mental health include:

- Assessing and monitoring mental health situational and ongoing needs.
- Prioritizing, managing, and monitoring the deployment of mental health resources.

See County EOP, FA O – Mental Health for more details.

3.2.4.16 Evacuation and Population Protection

Primary Agency: City Police Department

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

Responsibilities related to evacuation and population protection include:

- Defining responsibilities of City departments and private-sector groups.
- Identifying high-hazard areas and corresponding numbers of potential evacuees.
- Coordinating evacuation planning, including:
 - Movement control
 - Health and medical requirements
 - Transportation needs
 - Emergency Public Information materials
 - Shelter and reception location
- Developing procedures for sheltering in place.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.

3. Roles and Responsibilities

- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Assisting with control and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Conducting evacuation in accordance with City policy.
- If an evacuation is instituted, notifying the Red Cross (1-888-680-1455).

See FA E – Population Protection and County EOP, FA P – Population Protection for more details.

3.2.4.17 Public Health

Primary Agency: Emergency Services Coordinator, County Health and Human Services Department

Supporting Agencies: Emergent care facilities, area hospitals including Meridian Park Hospital and St. Vincent Hospital, Clean Water Services

The City relies on the County to provide public health and human services. The County Health Department Director is responsible for coordinating the public health and welfare services required to cope with the control of communicable and non-communicable diseases associated with major emergencies, disasters, and/or widespread outbreaks. Such outbreaks may be caused by bioterrorism, epidemic or pandemic diseases, novel and highly fatal infectious agents, or biological or chemical toxin incidents. The Health Department Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 8 – Public Health and Medical Services.

Responsibilities related to public health include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations for adequate provision of public health, medical, and behavioral health services, including making provisions for populations with functional needs.
- Coordinating public health surveillance.
- Coordinating mass prophylaxis and delivery and distribution set-up of the Strategic National Stockpile, if needed.
- Coordinating mass fatality operations with the Medical Examiner and Funeral Directors to provide identification and disposal of the dead.
- Coordinating isolation and/or quarantine actions, as needed and permitted.

3. Roles and Responsibilities

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

See County EOP, FA Q – Public Health for more details.

3.2.4.18 Resource Management

Primary Agency: Emergency Services Coordinator, EOC Logistics Section and Planning Section

Supporting Agencies: County EMC, WCCCA

Responsibilities related to logistics management and resource support include:

- Establishing procedures for employing temporary personnel for disaster operations.
- Establishing and maintaining a staffing reserve, in cooperation with law enforcement.
- Coordinating deployment of reserve personnel to City departments requiring augmentation.
- Establishing emergency purchasing procedures and/or a disaster contingency fund.
- Maintaining records of emergency-related expenditures for purchases and personnel.

See County EOP, FA R – Resource Management for more details.

3.2.4.19 Sheltering and Mass Care

Primary Agency: Emergency Services Coordinator, American Red Cross, County Health and Human Services Department

Supporting Agencies: County EMC, Tigard CERT

The City relies on the support of the County to provide shelter and mass care services and has adopted the procedures outlined in the County EOP. The County Health and Human Services Department, with support from the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Responsibilities related to sheltering and mass care include:

- Maintaining and implementing procedures for care and shelter of displaced citizens.
- Maintaining and implementing procedures for the care and shelter of animals in an emergency.

3. Roles and Responsibilities

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

See County EOP, FA S – Shelter Care and Temporary Housing for more details.

3.2.4.20 Transportation Management

Primary Agency: City Public Works Department

Supporting Agencies: City Community Development Department, County Land Use and Transportation Department, Red Cross

Transportation-related responsibilities include:

- Monitoring and reporting the status of and any damage to the City's transportation system and infrastructure.
- Identifying temporary alternative transportation solutions that can be implemented by others when City systems or infrastructure are damaged, unavailable, or overwhelmed.
- Coordinating the restoration and recovery of City transportation systems and infrastructure.

3. Roles and Responsibilities

- Coordinating support of emergency operations activities among transportation stakeholders within the City's authorities and resources limitations.

See County EOP, FA T – Transportation Management for more details.

3.2.4.21 Urban Search and Rescue

Primary Agency: County Sheriff's Office, TVF&R

Supporting Agencies: City Police Department, mutual aid partners

Responsibilities related to search and rescue include:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Performing specialized rescue (e.g., water, high-angle, structural collapse), as needed and practical.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.

See County EOP, FA U – Urban Search and Rescue for more details.

3.2.4.22 Recovery

Primary Agency: City Administration

Supporting Agencies: All other departments

Recovery-related responsibilities include:

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

3. Roles and Responsibilities

- Ensuring accurate documentation of the recovery effort to secure federal reimbursement of funds.

See FA G – Recovery for more details.

3.5 Local and Regional Response Partners

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

3.5.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

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

3.5.2 Nongovernmental and Faith-Based Organizations

Nongovernmental and faith-based organizations play enormously important roles before, during, and after an incident. In the City, nongovernmental/faith-based organizations such as the Red Cross provide sheltering, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. Nongovernmental and faith-based organizations also collaborate with responders, governments at all levels, and other agencies and organizations.

3. Roles and Responsibilities

The roles of nongovernmental and faith-based organizations in an emergency may include:

- Training and managing volunteer resources.
- Identifying shelter locations and needed supplies.
- Providing critical emergency services to those in need, such as cleaning supplies, clothing, food, shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping to coordinate assistance.

3.5.3 Individuals and Households

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

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

3.6 County Response Partners

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

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

3.7 State Response Partners

Under the provisions of ORS 401.035, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The administrator of OEM is delegated authority by ORS 401.052 to

3. Roles and Responsibilities

401.092 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

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

3.8 Federal Response Partners

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

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

4

Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire services, police services, and the public works department. Depending on the type of incident, initial response also may include hospitals, local public health departments, and hazardous material teams. In all emergencies, saving and protecting human lives is the top priority of the City and emergency response personnel.

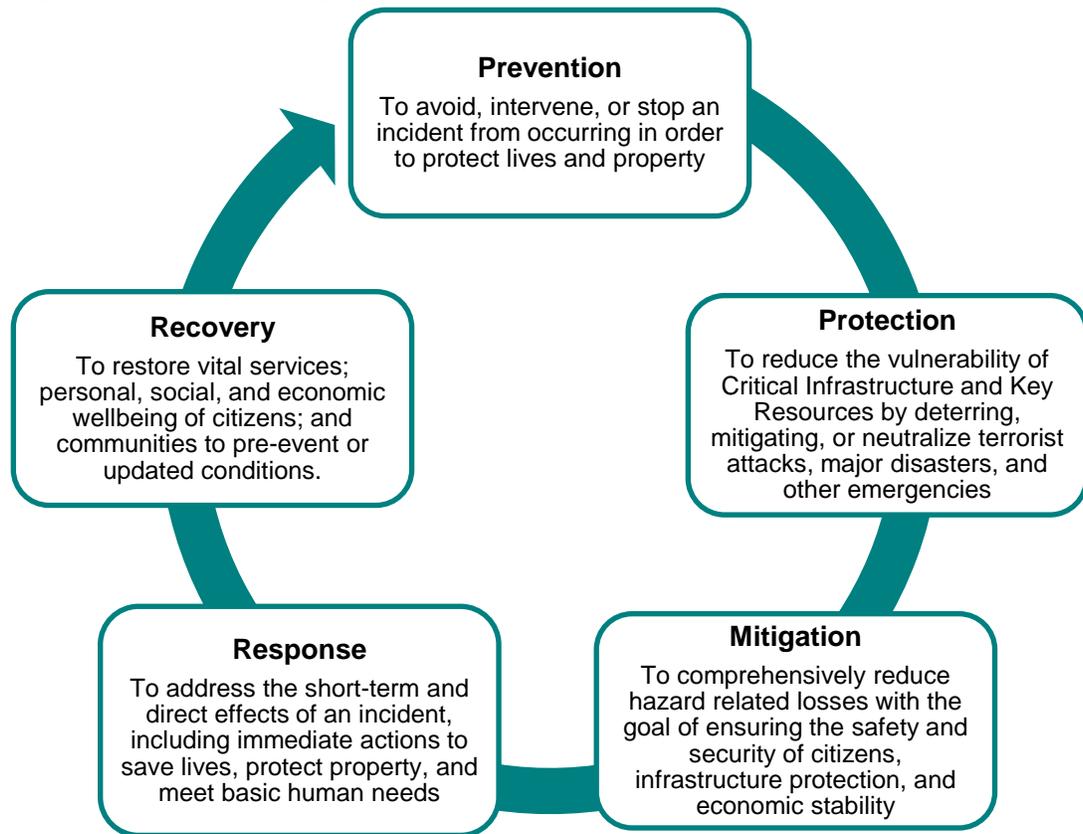
The City of Tigard is responsible for emergency management and protecting life and property of citizens within this jurisdiction. This EOP will be used when the City or individual emergency response agencies are reaching or have exceeded their capabilities to respond to an emergency. It may also be used during non-routine incidents or pre-planned events when City resources are limited and/or have been expended.

4.2 Emergency Management Mission Areas

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

4. Concept of Operations

Figure 4-1 City of Tigard Emergency Management Mission Areas



4.3 Response and Recovery Priorities

4.3.1 Response

Response activities within the City are undertaken immediately after an incident. The City’s response priorities are defined below:

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

4.3.2 Recovery

Recovery activities will begin as soon as conditions permit following an incident. It is the responsibility of all levels of government to assist the public and private sectors with recovery from disaster. A widespread disaster will impact the ability of businesses to function, disrupt employment, interrupt government services, and impact tax revenues within the City. This EOP is not a recovery plan; however,

4. Concept of Operations

the City recognizes that response and recovery activities often take place concurrently until the life safety and emergency protective actions are completed.

Recovery operations are the actions taken to restore vital services, help citizens resume self-sufficiency, and help communities return to pre-event or “new normal” conditions. Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities, and electricity, as well as garbage and debris removal. These functions must occur early in the emergency response to support the life, health, and safety of the population and to support other emergency operations. The City’s recovery priorities for CIKR are defined below:

1. **Initial Damage Assessment:** Determine structure impacts to the City.
2. **Debris Removal:** Coordinate debris clearance, collection, and removal.
3. **Infrastructure Restoration:** Facilitate restoration of CIKR.

4.4 Incident Levels

Level 1 incidents assist local, County, and State response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations within the City will not always fit neatly into these levels, and any incident has the potential to intensify or expand to a higher level. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents. The City adheres to the following incident typing scheme.

4.4.1 Level 1 – Routine Operations

Level 1 incidents include daily activities, such as incidents such as burglaries and road closures, that are routine in nature and managed by department and/or agency field resources without the need for higher level coordination. Routine operations are defined but not addressed in this plan. In a Level 1 incident:

- Resource management is handled internally.
- Information management is handled internally.
- Command management is handled internally.
- Policy coordination is handled internally.

4.4.2 Level 2 – Minor/Expanded Incident

A Level 2 incident is a fairly common incident that may be large in scale or scope and involve multiple sites and/or disciplines but that can still be managed with existing department/agency resources. Examples include a winter storm with multiple road closures or a hazardous materials spill requiring an evacuation of a limited area. A higher level of management and coordination is typically required, and a local emergency may be declared. A Level 2 emergency involves:

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- A limited area and/or impact to a limited population.
- Evacuation or in-place sheltering, typically limited to the immediate area of the incident and lasting for limited duration. One or two local response departments acting under an Incident Commander.
- Limited external assistance from other local response agencies or contractors.
- Activation of the City message center to provide emergency information and recommended actions to the public.

In addition, a Level 2 incident has the following characteristics:

- Warning and public instructions are provided in the immediate area, not community-wide, other than to avoid the area.
- Resource management typically requires coordination at a DOC level and may require coordination at the EOC level.
- Information management typically requires coordination at a DOC level and may require coordination at the EOC level.
- Command management typically requires coordination at a DOC level and may require coordination at the EOC level.
- Policy coordination may be required at the departmental or city level to deal with a few major issues.

4.4.3 Level 3 – Major Incident

A Level 3 incident is an uncommon incident that is typically large in scale and scope and requires outside assistance, such as a major flood or moderate earthquake. Centralization of a department's or agency's incident management and coordination activities is required. Local emergencies (City and County) will be declared as appropriate, and a State emergency may also be declared. A Presidential Disaster Declaration may be requested. Some major incidents may also be designated Incidents of National Significance. A Level 3 emergency:

- Affects a large area, significant population, and/or important facilities.
- May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations, possibly for extended durations.
- May require community-wide warning and public instructions.
- May require activation of the City message center to provide emergency information and recommended actions to the public.

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- Requires a sizable multi-agency response operating under one or more Incident Commanders.
- May require external assistance from other local response agencies, contractors, and limited assistance from State or federal agencies.

In addition, a Level 3 incident has the following characteristics:

- Resource management requires coordination at the EOC level.
- Information management requires coordination at the EOC level.
- Command management requires coordination at the EOC level.
- Policy coordination is required at the city and county level to deal with many major issues.
- In addition, DOCs, a Joint Field Office, a JIC, and perhaps a regional EOC will likely be activated to deal with resource, information, and command management.

4.4.4 Level 4 – Disaster/Catastrophic Incident

A Level 4 incident is a very rare incident that is broad in scope, complexity, and potentially lasting impact and significantly reduces the government's ability to help itself or others, such as a subduction zone earthquake. Outside assistance is clearly needed, and extraordinary incident management and coordination measures are required. Local and State emergencies will be declared, and a Presidential Disaster Declaration will likely be requested. All Catastrophic Incidents will be Incidents of National Significance. A Level 4 incident:

- Affects a large area, a sizable population, and/or important facilities.
- May require implementation of large-scale evacuation or in-place sheltering and implementation of temporary shelter and mass care operations.
- Requires community-wide warning and public instructions.
- Requires activation of the City message center to provide emergency information and recommended actions to the public.
- Requires a response by all local response agencies operating under one or more Incident Commanders.
- Requires significant external assistance from other local response agencies, contractors, and extensive State or federal assistance.

In addition, a Level 4 incident has the following characteristics:

4. Concept of Operations

- The EOC will be activated to provide strategic guidance and direction, provide emergency information to the public, coordinate State and federal support, and coordinate resource support for emergency operations.
- Resource management requires coordination at the EOC level.
- Information management requires coordination at the EOC level.
- Command management requires coordination at the EOC level.
- Policy coordination is required at the City and County levels or above to deal with many major issues.
- In addition, DOCs, a Joint Field Office, a Joint Information Center, possibly a regional EOC, and the State ECC will be activated to deal with resource, information, and command management.

4.4.5 NIMS Incident Levels

While the City uses the incident levels described above, incident types at the federal level are based on the five levels of complexity that ascend from relatively minor incidents (Type 5, e.g., vehicle fire) to a major disaster (Type 1) resulting in high impact on the City and requiring national response resources (source: U.S. Fire Administration).

During an incident,

- Where federal agencies are involved in response and recovery operations (Type 3), or
- Where national resources are impacted (such as waters of the U.S.), requiring response from federal agencies

Incident levels identified in this EOP will transition to the NIMS incident levels. Refer to Table 4-1 for further information on NIMS incident levels.

4. Concept of Operations

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

4. Concept of Operations

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

4.5 Incident Management

4.5.1 Activation

When an emergency situation arises, and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the City Manager, Public Works Director, Police Department Chief, or Emergency Services Coordinator may implement the EOP as deemed appropriate for the situation or at the request of an on-scene Incident Commander. In addition, these individuals may partially or fully activate and staff the City EOC based on an emergency’s type, size, severity, and anticipated duration. An emergency declaration is not required in order to implement the EOP or activate the EOC. Upon notification that the EOC has been activated and/or an emergency has been declared, all involved City emergency services will implement their respective plans and procedures, and provide the EOC Director with the following information:

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

Refer to the immediate actions checklist for further information on initial actions to be taken by the Emergency Manager (or designee) upon implementation of all or part of this EOP.

4.5.1.1 Activation Levels

Depending on the size and scope of the incident and the amount of coordination required, a partial or full activation of the EOC or a DOC will be called for. The EOC/DOC will be activated at a level necessary to carry out the tasks that must be performed.

1. **Partial** – This is a limited activation of the EOC or DOCs and is typically used for establishing specific functions without activating the entire response organization.
2. **Full** – A full activation of the City EOC and/or DOCs will be implemented during all major and disaster/catastrophic incidents and for some expanded incidents. It will be based on the resource management, information coordination, and notification requirements of the incident. For full activations, all members of shift one and shift two EOC response teams will be activated. These response teams are composed of pre-designated functional area representatives from city departments and divisions. Since a DOC is tactical, a DOC will be activated by the affected department based on the needs for coordination of field resources.
3. **Expanded Dispatch at WCCCA** – TVF&R operate an expanded dispatch function which provides a structure and procedure for optimizing fire/rescue resource management during large incidents and major emergencies when demand for fire resources exceeds system capacity and incident prioritization may be necessary, but Fire Operations Center or EOC activation is not needed. Expanded dispatch is located at WCCCA and is supported by Hillsboro and TVF&R Incident Management Teams.

4.5.1.2 Flexibility in Application

For some types of emergencies, a specific incident scene may not exist in the initial response phase and the EOC may accomplish initial response actions such as mobilizing resources and issuing precautionary warning to the public. As the potential threat becomes clearer and a specific impact site, or sites, is identified, an Incident Command Post may be established and tactical control of the response

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transitioned to an Incident Commander at the scene. Such situations may include an ice storm or winter storm.

In these and other situations, it is imperative to maintain flexibility and determine the best method for accomplishing the mission. Some situations may be better coordinated by combining various EOCs and DOCs, e.g., for a relatively small emergency with a single department focus where resources are needed to assist the DOC.

4.5.2 Response Operations

4.5.2.1 Initial Response

First responders and others are charged with many functions. Initial response functions are the responsibility of individual departments and are discussed here only to provide an understanding of how those actions fit into the broader structure of the City EOP. It is the intent of this plan to discuss the response actions required at the DOC level and higher.

When required, the first responder to arrive at the scene of an emergency situation will implement ICS and serve as the on-scene Incident Commander until relieved by a competent authority. The on-scene Incident Commander will assess the situation, identify response resources required, and manage the on-scene response.

See Chapter 5 for information on EOC, DOC, and Message Center operations, and levels of coordination.

4.5.3 Alert and Warning

Warnings, emergency information and notifications, or disaster reports received by City personnel will be relayed to the Emergency Services Coordinator and the WCCCA. City response personnel will communicate and receive notifications using traditional communications technology such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio throughout the duration of response activities as long as these resources are available. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained by each agency. External partners will be notified and coordinated through the City EOC as appropriate.

See FA 1 – Alert and Warning for more details.

4.5.4 Communications

The ability of responders from different agencies and disciplines to work together depends greatly on their ability to communicate with each other. Plain language is essential to first responder and public safety, and will be used by all City personnel during emergencies. The use of common terminology enables emergency responders, EOC personnel, and City staff, as well as personnel from neighboring jurisdictions, the County, or State to communicate clearly with each

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other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity.

Through the County, a public warning and broadcast system has been established for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster.

See FA B – Communications for more details.

4.5.4.1 Interoperability

Interoperability is the ability of public and private agencies, departments, and other organizations to operate and communicate effectively together through the use of systems, personnel, and equipment. In recognition that successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies, interoperability plans or procedures should be developed that include training and exercises, SOPs, new technology, and considerations of individual agency governance, as well as consideration of use within the stressful and often chaotic context of a major response. Interoperable voice, data, or video-on-demand communication systems allow emergency management/response personnel to communicate within and across agencies and jurisdictions in real time, when needed, and when authorized.

4.5.5 Situational Awareness and Intelligence Gathering

Situational awareness and intelligence gathering are necessary to maintain a common operating picture among response agencies and is the basis for emergency alert and warning (when an incident alert is not received by an outside agency). Situational awareness is the ongoing process of collecting, analyzing, and sharing information across agencies, intergovernmental levels, and the private sector. Intelligence gathering is the collecting of security and operational information, such as severe weather forecasts from the National Weather Service. Intelligence gathering may also be used to detect, prevent, apprehend, and prosecute criminals planning terrorist incidents.

On a day-to-day basis, and during Level 1 and 2 incidents when the EOC is not fully activated, the City, primary agencies, and supporting response agencies will:

- Be aware of their surroundings and identify and report potential threats and dangerous situations.
- Share and evaluate information from multiple sources.
- Integrate communications and reporting activities among responding agencies.
- Monitor threats and hazards.
- Share forecasting of incident severity and needs.

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If activated, the EOC Planning Section Chief will lead situational awareness and intelligence gathering activities and functions, unless otherwise designated. If a criminal or terrorist incident is suspected, the City Police Department will notify the Oregon Terrorism Information Threat Assessment Network Fusion Center (OTFC) through the County Sheriff's Office. During a terrorist incident, the OTFC will support situational awareness and intelligence gathering functions.

4.5.6 Emergency Public Information

PIOs will collect, analyze, develop, coordinate, and release timely, accurate, and important public information to the public and media as follows:

- **On-Scene** – Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the on-scene Incident Commander. Once the EOC is activated, PIO functions are directed from the EOC. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.
- **Department Operations Center** – Releases department-level public information (e.g., road closure information) approved by the on-scene Incident Commander.
- **Emergency Operations Center** – Releases City-wide public information approved by the EOC Director. Coordination of media releases will be made with the DOCs, EOCs, and regional EOC if activated.
- **Joint Information System** – Provides assistance to PIOs in performing their tasks. A JIS may be managed at the County EOC, regional EOC if activated, or a location near the impacted area.

See FA F – Public Information of this plan for more information.

4.5.7 Resource Management

City resources will be managed by an on-scene Incident Commander, a DOC, or the EOC. When the EOC is activated, the Logistics and Planning Sections have primary responsibility for strategic direction and coordination of resource management efforts and has authority under emergency conditions to establish priorities for the assignment and use of all City resources. The EOC also serves as the clearinghouse for resource requests from local responders, coordination with other responding organizations, and arranging for State and federal resource support if warranted. In a situation where resource allocations are in dispute, the City Manager has the final allocation authority. City resources will be allocated according to the following guidelines:

- Deploy resources according to the following priorities:

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1. Protection of life
 2. Protection of responding resources
 3. Protection of public facilities
 4. Protection of private property
- Distribute resources so that the most benefit is provided for the amount of resources expended.
 - Coordinate citizen appeals for assistance through the PIO at the EOC or JIC. Use local media to provide citizens with information about where to make these requests.
 - Activate mutual aid agreements as necessary to supplement local resources.
 - When all local resources are committed or expended, issue a request to the County for County, State, and federal resources through an emergency declaration.

4.5.7.1 Resource Typing

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

4.5.7.2 Credentialing of Personnel

At this time, the City has not implemented a formalized credentialing program. Should one be implemented, the program will be developed with technical assistance from OEM and provide for documenting personnel and authenticating and verifying their qualifications.

4.5.7.3 Volunteer and Donations Management

The City has a formal volunteer and donations management program in place. The program will work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents. Technical assistance for implementing NIMS/ICS volunteer and donations management procedures is available from OEM.

During a Level 2 incident, when the EOC is activated and an emergency has not been declared, the City Volunteer and Donation Manager in the Logistics Section will coordinate and manage volunteer services and donated goods through the

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City EOC, with support from the Red Cross, Salvation Army, the City's CERT, and other volunteer organizations. If the incident escalates and requires a declaration of an emergency, then the City Volunteer and Donation Manager will coordinate volunteer and donations management support with the County.

4.5.8 Access and Functional Needs Populations

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

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

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

Persons with access and functional needs within the City have the primary responsibility for minimizing the impact of disasters through personal preparedness activities. To the greatest extent possible, the City Emergency Services Coordinator will assist them in carrying out this responsibility by providing preparedness information, emergency public information, and critical public services in an accessible manner.

The following programs are currently in place to support access and functional needs populations:

- Telecommunications Device for the Deaf (TDD)/Teletype (TTY) contact and captioned alert for hearing impaired persons (accessible through the Tigard Switchboard)
- Spanish/English outreach program maintained through the following departments: Public Works, Tigard Public Library, and County Services.
- Identified language skills of City employees.

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- Disabled access to City facilities.
- Routine fire inspections of adult assisted living facilities, rest homes, nursing homes, and hospitals.
- Identified transportation assistance for people who experience physical disabilities.

4.5.9 Demobilization

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

The following issues will be considered when demobilizing:

- Identification of surplus resources and probable resource release times
- Demobilization priorities as established by the on-scene Incident Commander and/or EOC Director
- Released or demobilized response resources as approved by the on-scene Incident Commander and/or EOC Director
- Repair and maintenance of equipment, if necessary.

The City Manager, with advice from EOC Director, Emergency Services Coordinator and/or on-scene Incident Commander, will determine when a State of Emergency no longer exists, emergency operations can be terminated, and normal City functions can be restored.

4.5.10 Transition to Recovery

Once the immediate response phase has been completed, the City will turn towards recovery to restore government function and community services. A transition from response to recovery may occur at different times in different areas of the City.

Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on long-term recovery efforts, which focus on restoring the community to a “new normal” or improved state.

During the recovery period, the City will review and implement mitigation measures, collect lessons learned and share them within the emergency response community, and reassess this EOP, including annexes, to identify deficiencies and

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take corrective actions. Resources to restore or upgrade damaged areas may be available if the City demonstrates that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

5

Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Manager. City emergency operations, both on-scene and in the City EOC, will be conducted in a manner consistent with NIMS, including use of ICS. 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

5.2 On-Scene Incident Management

Initial response to an incident will be managed by the responding agency (i.e., City Public Works Department, City Police Department, and/or TVF&R), who will assign an on-scene Incident Commander. The on-scene Incident Commander is responsible for performing or directing such duties as enforcing emergency measures and designating emergency areas. During the initial response, the on-scene Incident Commander may establish an Incident Command Post and may assume the responsibilities of Command Staff until delegated. Upon establishment of ICS, the on-scene Incident Commander will notify the City Emergency Services Coordinator and request activation of the City EOC, as appropriate. The on-scene Incident Commander may also establish an on-scene Unified Command structure with City, County, and State leads.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, or at the request of the on-scene Incident Commander, the City may activate the EOC and assign an EOC Director. The EOC and EOC Director support on-scene operations and coordinate with DOCs, if activated, for City resources. The request will be submitted to the City Emergency Services Coordinator, who will determine whether to activate the City EOC and will assume, or designate, the role of EOC Director. In most instances, the on-scene Incident Commander will retain tactical control over the incident, relying on the City EOC for resource coordination, communications, and public information support. In a more complex incident, the Incident Commander may relocate to the City EOC to serve as part of the Unified Command or Multi-Agency Coordination Group (MAC Group), ensuring proper coordination of resources across agencies. Outside assistance from neighboring jurisdictions or

5. Command and Control

from private contractors will be requested and used as an adjunct to existing City services, and then only when a situation threatens to expand beyond the City's response capabilities.

Upon activation of the City EOC, the EOC Director is empowered to assume executive control over all departments, divisions, and offices of the City during a State of Emergency. If appropriate, the on-scene Incident Commander or EOC Director may request that the Mayor or City Manager declare a State of Emergency.

5.4 Emergency Operations Center

The EOC supports incident response activities, including tracking, management, and allocation of appropriate resources and personnel, and may also serve as a Multi-Agency Coordination Center, if needed. The EOC will be activated upon notification of a possible or actual emergency. During large-scale emergencies, the EOC may become the City seat of government for the duration of the crisis.

General responsibilities of the EOC include:

- Receiving emergency warnings and disseminate warnings to the public.
- Providing emergency information and instructions to the general public and private institutions, business, industry, and disaster relief organizations.
- Coordinating public information collection and dissemination.
- Coordinating command decisions and prioritization of response activities.
- Collecting, collating, displaying, and assessing situation reports.
- Coordinating and disseminating situation and resource status information to the DOC, City EOC, regional EOC if activated, and State ECC.
- Analyzing information and processing it into usable and relevant intelligence to assist with Command decisions.
- Setting strategic goals for the City and Citywide actions.
- Developing tactical objectives for department actions where those departments are not represented by a DOC.
- Providing resource support to DOCs and other local agencies.
- Coordinating the Initial Damage Assessment (IDA) process Citywide.

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- Organizing and implementing large-scale evacuation.
- Organizing and implementing mass shelter and arrangements for evacuees.
- Requesting assistance from the County, State, and other external sources.
- Prioritizing resource allocations.
- Receiving requests for assistance and emergency information from the public.
- Establishing guidelines for the ordering of, use of, and release of resources to meet emergency needs.
- Documenting incident activity.
- Tracking costs.
- Establishing and maintaining contact with:
 - County and State agencies
 - Federal agencies
 - Private agencies that assist in emergency operations
 - General public, business, industry, community organizations, and disaster relief agencies

5.4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the City Manager, Public Works Director, Police Department Chief, or Emergency Services Coordinator, who may assume or designate the role of EOC Director. While the on-scene Incident Commander retains tactical control of the incident, the EOC Director assumes responsibility for coordinating and prioritizing City resources in support of emergency operations.
- The EOC Director will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, forces supplied through mutual aid agreements, and private contractors.

5. Command and Control

County, State, and federal support will be requested if the situation dictates.

- Communications equipment in the EOC will be used to receive information, disseminate instructions and notifications, and coordinate emergency operations.
- The on-scene Incident Commander may establish an on-scene Command Post at the scene to maintain close contact and coordinate resources with the EOC.
- Department heads and organization leaders are responsible for assigned emergency functions, as outlined in FA-1 through FA-4.
- The EOC may, as appropriate, operate on a 24-hour basis.
- The City Emergency Services Coordinator will immediately notify the County Emergency Management Office upon activation of the City EOC. Periodic updates will be issued to the County for the duration of City EOC activation.

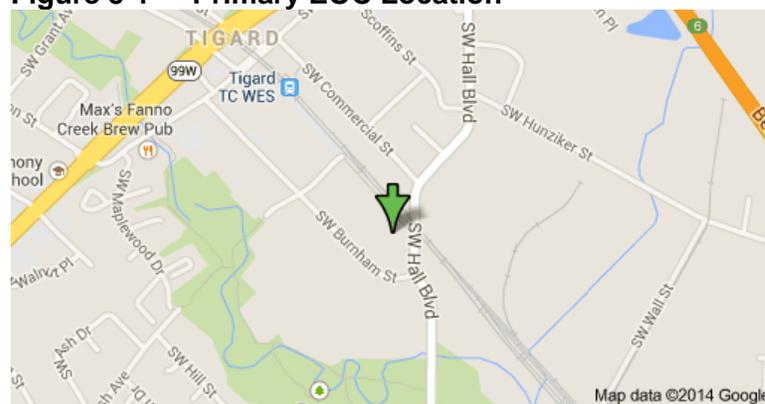
See Appendix D – Incident Action Planning Cycle for more information on the activities that go on during an operational period and the development of an Incident Action Plan.

5.4.2 Emergency Operations Center Location

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

City Public Works Department
8777 SW Burnham St., Tigard, OR 97223

Figure 5-1 Primary EOC Location



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

Tigard Public Library
 13500 SW Hall Blvd, Tigard, OR 97223

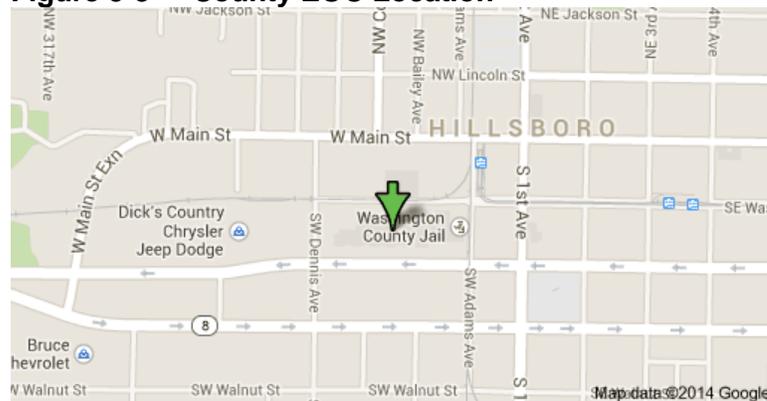
Figure 5-2 Alternate EOC Location



The **County EOC** is located at:

Law Enforcement Center
 215 SW Adams Avenue, Hillsboro, OR 97123

Figure 5-3 County EOC Location



The location of the EOC can change, as required by the needs of the incident. Coordination and control for City emergency resources will take place from the EOC as long as environmental and incident conditions allow. However, if conditions require relocation of the EOC, then the EOC Director will designate an alternate facility. The EOC Director may request the use of the County EOC or County facilities from the County EMC.

5.4.3 Emergency Operations Center Staffing

Depending on the incident type, City departments will provide staff to the EOC. EOC staff will be notified as described in the EOC Emergency Alert Roster maintained by the Emergency Services Coordinator. The City may receive assistance from the County EMC to support the EOC. At any time, if the incident

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expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the on-scene Incident Commander or EOC manager may change to meet the needs of the incident. In the event that local staffing resources are not adequate to maintain the City EOC, the City may request support from the State via the County.

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

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles, with volunteers and other support staff will improve overall EOC operation efficiency.

5.4.4 Access and Security

During an emergency, access to the City EOC will be limited to designated emergency operations personnel due to the large volume of incoming and outgoing sensitive information. The EOC Director may allow access on an individual, case-by-case basis. Appropriate security measures will be in place to identify personnel who are authorized to be present. Assigned EOC staff and authorized stakeholders are listed and will be issued identification.

5.4.5 Incident Management Software

The City utilizes WebEOC to help gather, analyze, and disseminate information in the City EOC. The City Emergency Services Coordinator is responsible for training EOC staff on the use of software, and a User's Manual is maintained in the City EOC.

5.4.6 Message Center

A Message Center is a facility established by the EOC to provide information to the public about incident activity, impacts, and available resources that has been released from the EOC PIO staff. The message center is responsible for the following:

- Providing information to the public about incident activity, impacts, and available resources that have been released from the EOC PIO staff.
- Notifying the EOC PIOs of information issues.
- Providing incident activity/impacts and available resources information to the public.

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- Serving as a point to receive public offers of assistance from volunteers and goods.

5.4.7 Deactivation

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

During the initial phase of the recovery period for a major disaster, it may be desirable to continue to operate the City EOC during the day with limited staffing to facilitate dissemination of public and local government disaster relief information. This alternative should be weighed against the option of immediately requiring the City Manager and staff to manage recovery operations as part of their daily responsibilities.

The City Manager has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, notification must be disseminated to the same agencies that were notified it was activated. If necessary, the EOC may also be re-opened (see activation procedures in Section 5.4.1) and emergency operations re-initiated at any time.

5.5 Department Operations Center

A DOC is the counterpart to an EOC, but is discipline-specific. A DOC focuses on internal department incident management and response. DOCs are often supported by and/or physically represented in the City's EOC to enhance EOC coordination and support. Each emergency response department will have plans and procedures in place to activate a DOC, if needed.

If an incident is complex enough, the on-scene Incident Commander may request that his/her DOC be activated to support the response. When this happens, the EOC may also activate to assist. Alternatively, only the EOC may be activated, and not the DOC, depending upon the type of support needed. For example, if an evacuation is needed, the EOC may be activated to plan for reception and sheltering of evacuees. If the EOC is activated, a DOC holds a subordinate position in the allocation of resources and management of information Citywide.

Individual DOC responsibilities include:

- Providing departmental resource support for on-scene operations.
- Establishing tactical objectives for department actions.
- Maintaining tactical control of department resources not assigned to an on-scene Incident Commander.
- Coordinating with mutual aid response agencies.

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- Coordinating resource allocation between emergency operations and normal day-to-day activities.
- Providing situation and resource status information to the EOC if the EOC is activated.
- Coordinating public information collection and dissemination.
- Coordinating command decisions and prioritization of response protocols.
- Documenting staff time and costs for incident activities.

5.6 Levels of Coordination

The following is a review of the levels of coordination that may exist during an emergency response:

- **From Single Resources to EOC/DOC** – Single resources that are not a part of an existing on-scene Incident Command organization will communicate situation and resource information directly with the EOC/DOC.
- **From Incident Command Post to DOCs and EOC** – The on-scene Incident Commander will manage on-scene response from the Incident Command Post. The EOC or supporting DOC will provide tactical support for on-scene activities. The on-scene Incident Commander shall provide periodic situation updates to the supporting DOC or the EOC. Emergency operations with different objectives may be conducted in multiple jurisdictions or at geographically separated scenes within the City. In this instance, more than one on-scene Incident Command operation may be established. Should this occur, it is important that the allocation of resources to specific field operations be coordinated through the DOCs and EOC.
- **DOC to DOC** – Information and resource needs will be coordinated between DOCs as necessary to most effectively manage the incident. However, once the EOC is activated, information and resource needs will also be coordinated with the EOC.
- **DOC to EOC** – The EOC will coordinate with the DOCs and the on-scene Incident Commanders for optimal use of resources, external resource and technical support, researching problems, providing information to senior managers, gaining information essential to allow the EOC to develop strategic goals for coordinating and disseminating emergency public information, and performing other tasks to support on-scene operations.

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- **DOC to External** – Situation and resource information will be coordinated between DOCs and City, utility, and other EOCs prior to activation of the County EOC.
- **EOC to County** – The EOC will coordinate external situation and resource information and requests, formulation of strategic goals, public information, policy decisions, and arranging for technical support with the county EOC.
- **County EOC to State** – The County EOC will prepare local declarations to be submitted by the Board of County Commissioners to the State. The EOC will coordinate resource needs with the State for all DOCs and agency EOCs in the County. The County EOC will also provide routine situation updates to the State.
- **County EOC to Regional EOC (If Activated)** – The EOC will coordinate strategic information, resource management, and policy guidance with the regional EOC.
- **City EOC to Policy Group** – The City EOC will brief the Policy Group and make recommendations, request strategic guidance and priorities, and coordinate funding.

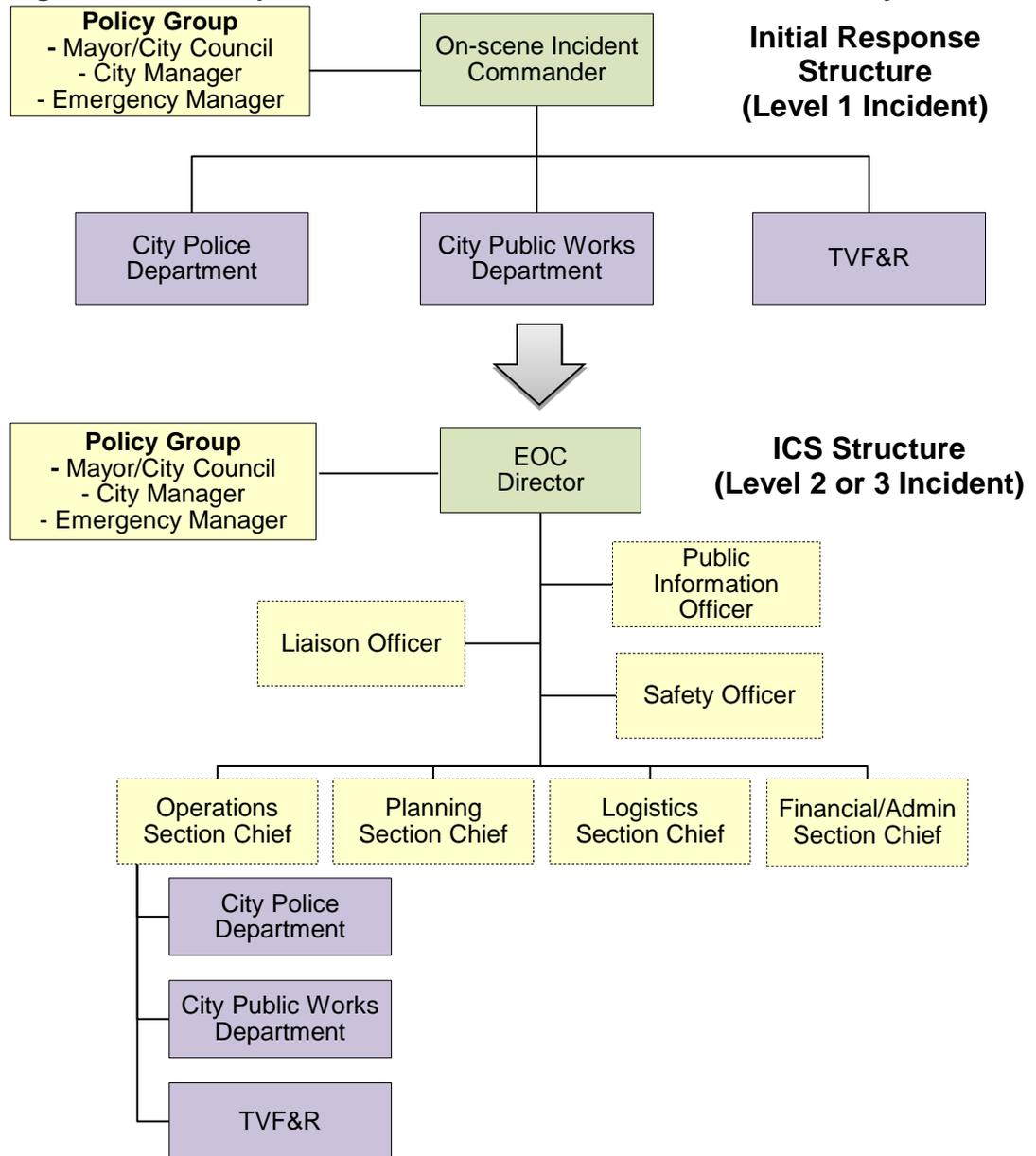
5.7 Incident Command System

ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The City will utilize ICS to manage resources and activities during an emergency response in order to communicate with other responding agencies using common terminology and operating procedures (Figure 5-4).

The City ICS structure can be expanded or contracted, depending on the incident's changing conditions. During a large-scale (Level 3) incident, it can be staffed and operated by qualified personnel from any emergency service agency, including personnel from a variety of disciplines. The City ICS structure can also be utilized for lower level emergencies such as a minor incident involving a single emergency response agency (Level 1). The City has established an EMO, supporting EOC activation and ICS operational procedures, and position checklists. These checklists are appended to this Basic Plan (Appendix C); however, this document does not perform the full function of an EOC manual.

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



5.7.1 Emergency Operations Center Director

The EOC Director is responsible for EOC operations when it is activated and has overall responsibility for coordinating resources in support of emergency operations. In general, the EOC Director is responsible for:

- Maintaining EOC operations in accordance with the principles of ICS and NIMS.
- Approving and supporting implementation of an IAP.
- Coordinating activities supporting emergency operations.

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- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer
 - PIO
 - Liaison Officer
- At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the EOC Director may change to meet the needs of the incident.

5.7.2 Emergency Operations Center Command Staff**5.7.2.1 Safety Officer**

The Safety Officer is responsible for the safety of emergency response personnel, EOC Command and General Staff, and their operations. The Safety Officer's responsibilities include:

- Identifying initial hazards, determining personal protective equipment requirements, and defining decontamination areas.
- Implementing site and access control measures.
- Monitoring and assessing the health and safety of response personnel and support staff.
- Preparing and implementing a site Health and Safety Plan and updating the EOC Director, on-scene Incident Command, and Operations Chiefs as necessary regarding safety issues or concerns.
- Exercising emergency authority to prevent or stop unsafe acts.

5.7.2.2 Public Information Officer

The PIO will coordinate and manage the City's public information network, including local, County, regional, and State agencies; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a JIS and, if applicable, participating in a JIC.
- Implementing information clearance processes with the EOC Director.

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- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.7.2.3 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as emergent care facilities, school districts, public works/utility companies, and volunteer services such as the Red Cross. Responsibilities typically associated with a liaison role include:

- Serving as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- Coordinating information and incident updates among interagency contacts, including the public information network.
- Providing resource status updates and limitations among personnel, capabilities, equipment, and facilities to the EOC Director, government officials, and stakeholders.

The annexes attached to this plan contain general guidelines for City staff, volunteer organizations, neighboring jurisdictions, County officials and departments, and other response agency staff to carry out assigned Command Staff responsibilities at the City EOC, as well as at EOCs of the County and neighboring jurisdictions.

5.7.3 Emergency Operations Center General Staff

5.7.3.1 Operations Section Chief

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

- **Fire Services** – emergencies dealing with fire, earthquake with rescue, or hazardous materials.
- **Law Enforcement** – incident(s) involving civil disorder/disturbance, significant security/public safety concerns, transportation-related accidents, and/or criminal investigations.
- **Public Health Officials** – contamination issues, disease outbreaks, and/or emergency incidents posing threats to human, animal, and environmental health.

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- **Public Works** – incidents resulting in major utility disruptions, damage to critical infrastructure, and building collapse.
- **Private** entities, companies, and nongovernmental organizations may also support the Operations Section. Examples of support these organizations may provide include:
 - Grass roots social media support for situational awareness, as well as identifying and connecting resources to citizens in need
 - Non-hazardous debris clearance collection and disposal

The Operations Chief is responsible for:

- Developing and coordinating tactical operations to carry out the IAP.
 - Managing field response activities
 - Directing implementation of unit operational plans
 - Requesting resources as needed
- Managing and incorporating community partners and stakeholders (private entities, companies, and nongovernmental organizations) into response operations.

5.7.3.2 Planning Section Chief

The Planning Section is responsible for forecasting the needs of the response as well as implementing appropriate procedures and processes. This section is typically supported by four primary units: Resources, Situation, Documentation, and Demobilization. The Planning Chief is responsible for:

- Collecting and evaluating information, and distributing incident information through status summaries.
 - For terrorist incidents, liaise with the OTFC.
- Maintaining resource status.
- Preparing and disseminating the IAP including developing alternatives for tactical operations
- Conducting planning meetings.

5.7.3.3 Logistics Section Chief

The Logistics Section is typically supported by the units responsible for supplies, food, communications, medical services, facilities, and ground support. Depending on the incident's type and size, these units can be divided into two branches: Service and Support. The Logistics Chief is responsible for:

5. Command and Control

- Managing various resources to meet the needs of incident personnel, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Coordinating with the Planning Section to estimate future support and resource requirements.
- Assisting with development and preparation of the IAP.

5.7.3.4 Finance/Administration

The Finance/Administration Section is activated for large-scale or incidents that require emergency funding or use of specialized services and equipment that are not within the City's resources. Potential units assigned to this section include Compensation/Claims, Procurement, Cost, and Time. Conversely, during some incidents, responding agencies may not require outside assistance, or relatively minor finance or administrative operations are otherwise required. In these instances, the Finance/Administration section can be staffed by a technical specialist in the Planning Section. The Finance and Administration Chief is responsible for:

- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.7.4 Unified Command

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

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

5. Command and Control

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

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

5.7.5 Area Command

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

- Sets overall incident-related priorities:
 - De-conflicts incident management objectives with other ICS organizations and established policies.
 - Allocates critical resources according to incident-related priorities.
 - Identifies critical resource needs and reports them to the EOCs.
- Conducts oversight:
 - Ensures proper management and effective communications and provides for personnel accountability and a safe operating environment.
 - Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.

5.7.6 Multi-Agency Coordination

In the event that the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a MAC Group. Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together to form MAC Groups. Other names for MAC Groups include “multiagency

5. Command and Control

committees” and “emergency management committees.” A MAC Group can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

6

Plan Development, Maintenance, and Implementation

6.1 Plan Review and Maintenance

The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements. If awarded monies through the Emergency Management Performance Grant, this EOP will be reviewed every two years throughout the period of performance of the award. This review will be coordinated by the City of Tigard Emergency Services Coordinator and will include participation by members from each of the City departments assigned as lead agencies in this EOP and its supporting annexes. The Emergency Services Coordinator will also coordinate review of the EOP with the City Attorney and supporting agencies such as the TVF&R Emergency Manager and Washington County EMC. This review will:

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments.

Recommended changes should be forwarded to:

Emergency Services Coordinator
Tigard Public Works Department
8777 SW Burnham St
Tigard, OR 97223

6.2 Training Program

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

6. Plan Development, Maintenance and Implementation

The City Emergency Services Coordinator coordinates training for City personnel and encourages them to participate in training sessions hosted by other agencies, organizations, and jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City (see minimum training requirements in Table 6-1). The Emergency Services Coordinator maintains records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General Staff, as well as:

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

Table 6-1 Minimum Training Requirements	
Emergency Personnel	Training Required
Direct role in emergency management or emergency response	ICS-100 IS-700a
First-line supervisors, mid-level management, and Command and General Staff	ICS-100, -200 IS-700a
Supervisory role in expanding incidents or a management role in an EOC	ICS-100, -200, -300 IS-700a
Management capacity in an Area Command situation or EOC	ICS-100, -200, -300, -400 IS-700a, -701a
PIOs	IS-702a
Resource management	IS-703a
Communication or incident information systems	IS-701
Development of mutual aid agreements and/or mutual aid operational plans	IS 706
Planning	IS-800b
<i>Additional information about training requirements can be found on the OEM website at http://www.oregon.gov/OMD/OEM/plans_train/docs/nims/nims_who_takes_what.pdf. Independent study courses can be found at http://training.fema.gov/IS/crslst.asp.</i>	

6. Plan Development, Maintenance and Implementation

City departments and agencies will support emergency response by allowing and encouraging personnel to participate in ongoing disaster training and education programs as well as annual exercises of this EOP.

6.3 Exercise Program

The City will conduct exercises no less than annually to test and evaluate this EOP. The City will coordinate with agencies; organizations (nonprofit, for profit, and volunteer); neighboring jurisdictions; and State and federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

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

The Emergency Services Coordinator will work with other City/County departments and agencies to identify and implement corrective actions and mitigation measures, based on exercises conducted through Emergency Management.

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the Emergency Services Coordinator will conduct a review, or “hot wash,” with exercise participants after each exercise. The Emergency Services Coordinator will also coordinate an AAR, which will describe the objectives of the exercise, document the results of the evaluation, and improve the City’s readiness.

Reviews and AARs will also be facilitated after an actual disaster. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should describe actions taken, identify equipment shortcomings and strengths, and recommend ways to improve operational readiness. Recommendations may include future exercise events and programs. Success stories and lessons learned should be submitted to the Lessons Learned Information Sharing website (www.llis.gov). The Emergency Services Coordinator will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

6.5 Community Outreach and Preparedness Education

The City will educate the public about threats, disasters, and what to do when an emergency occurs. The City maintains an active community preparedness program and recognizes that citizen preparedness and education are vital components of the City’s overall readiness.

6. Plan Development, Maintenance and Implementation

Information about the City's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found on the City's Emergency Management/Resources website.

6.6 Funding and Sustainment

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

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

A

Sample Disaster Declaration Forms

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Appendix A. Declaration of State of Emergency

DECLARATION OF STATE OF EMERGENCY

To: *Insert name and title,*
Washington County Emergency Management

From: *Insert name and title,*
City of Tigard, Oregon

At *insert military time* on *insert month, day, year,* a/an *insert description of emergency incident or event type* occurred in the City of Tigard within the geographic boundaries of *insert geographic boundaries* threatening life and property. The current situation and conditions are:

Deaths: *insert number of deaths*

Injuries: *insert number of injuries*

Population at risk: *insert number of population at risk*

The current emergency conditions or threats are: *insert conditions or threats.*

An initial estimate of the damage and impacts is: *insert initial estimate.*

The following assistance is being requested: *insert specific information about the assistance being requested*

Actions that have been taken and resources that have been committed by the City of Tigard: *insert the current actions taken and resources that have been committed by the City.*

I do hereby declare that a State of Emergency now exists in the City of Tigard and that the City of Tigard has expended or will shortly expend its necessary and available resources. I respectfully request that Washington County provide assistance, consider the City of Tigard an "Emergency Area" as provided for in ORS 401, and, as appropriate, request support from State agencies and/or the federal government.

Signed: _____

Title: *[Insert Title]* Date & Time: *insert date and military time*

Appendix A. Declaration of State of Emergency

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

B

Incident Command System Forms

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Appendix B. Incident Command System Forms

Index of Incident Command System (ICS) Forms

The following ICS forms are included in this appendix.

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

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C

Emergency Operations Center Position Checklists

Appendix C. Emergency Operations Center Position Checklists

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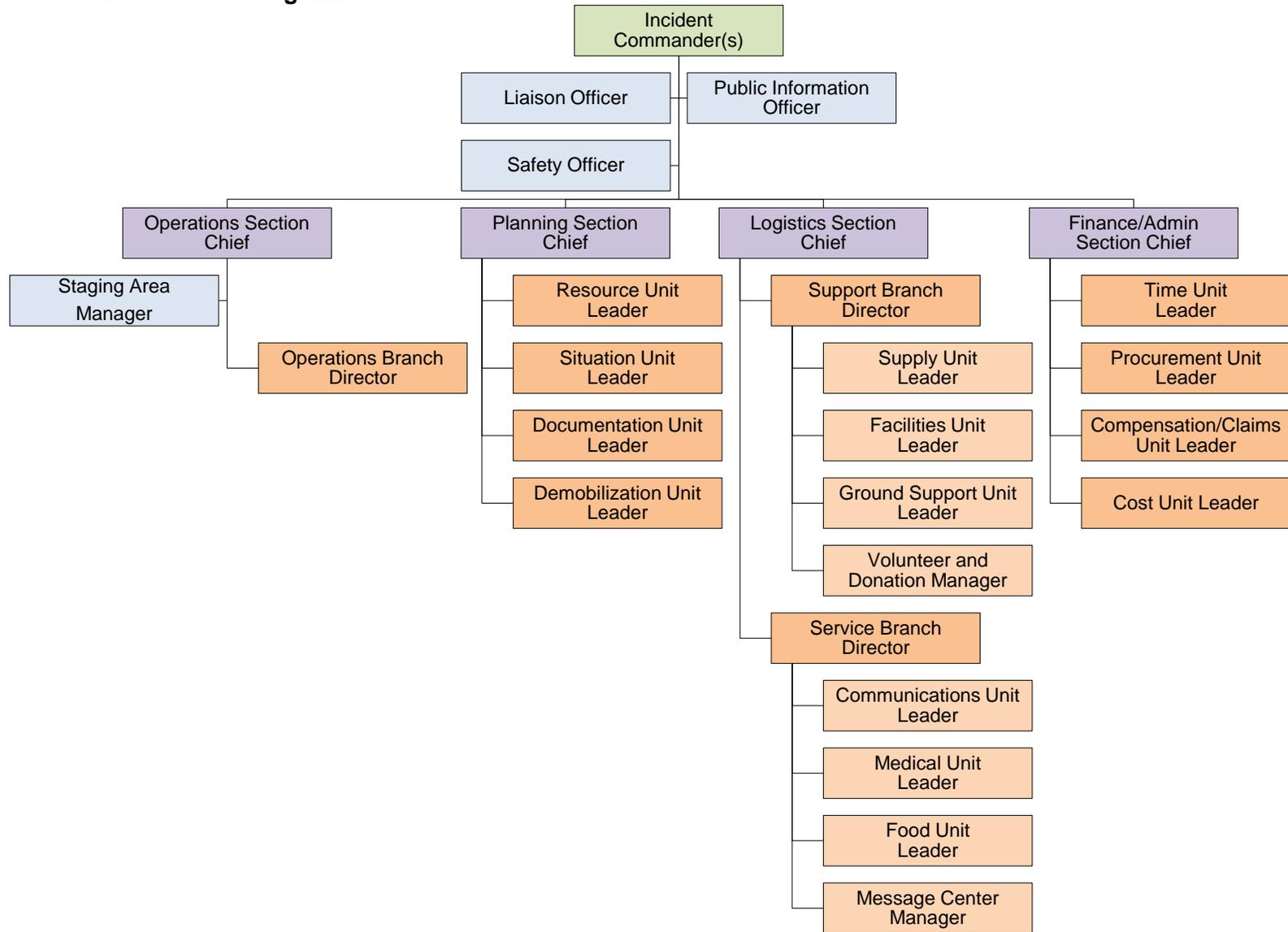
Appendix C. Emergency Operations Center Position Checklists**Index of EOC Position Checklists**

The following checklists are included in this appendix.

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

Appendix C. Emergency Operations Center Position Checklists

Figure C-1 EOC Position Organizational Chart



D

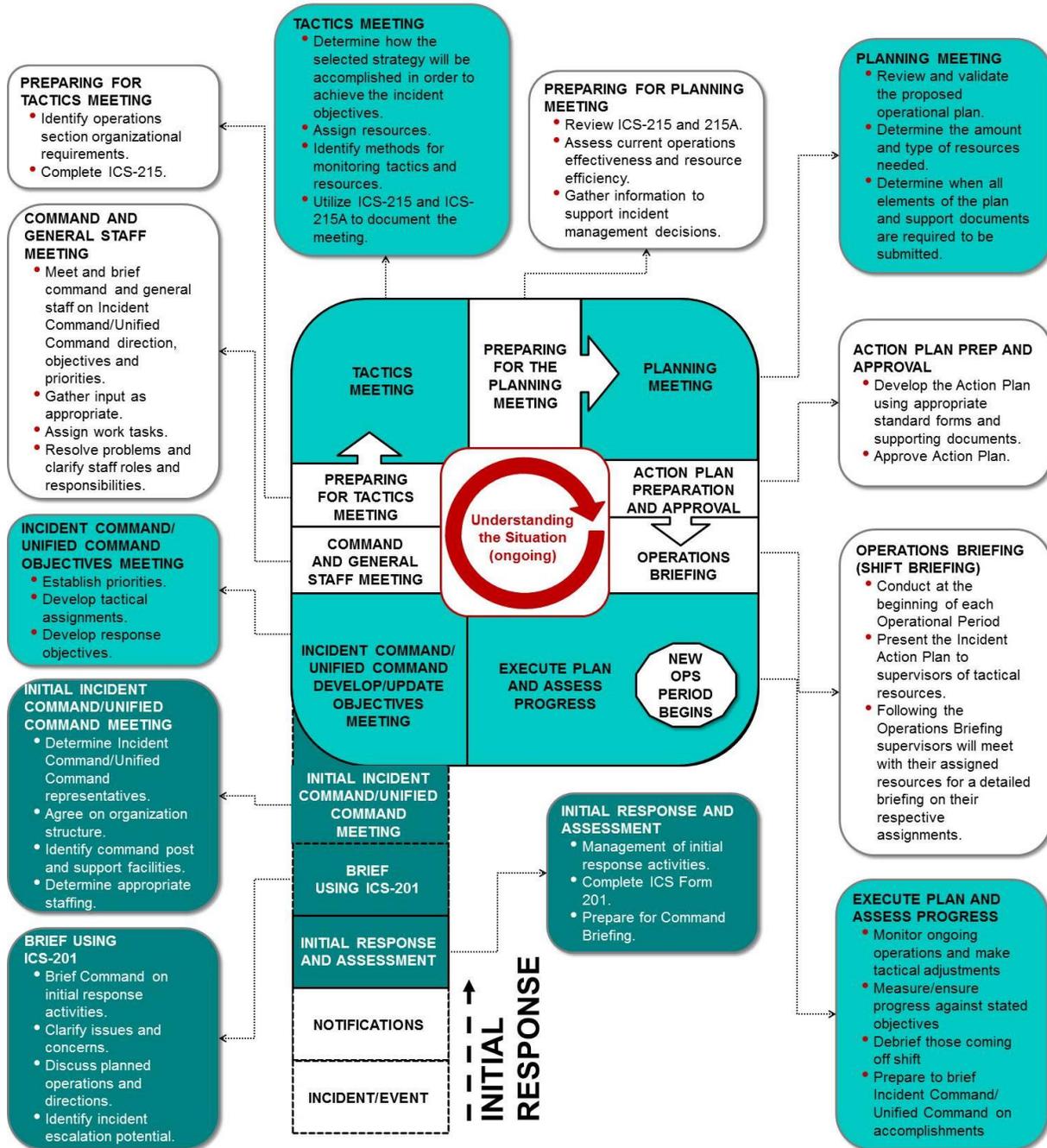
Incident Action Planning Cycle

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Appendix D. Incident Action Planning Cycle

An Incident Action Plan is the vehicle by which Incident Command communicates their expectations and provides collaboration and participation among all levels of incident management. A complete Incident Action Plan facilitates successful incident operations and provides a basis for evaluating performance in achieving incident objectives. The Planning “P” in Figure D-1 is a guide to the process and steps involved in planning for an incident. The leg of the “P” describes the initial response period whereas the top of the leg of the “P” is the beginning of the first operational planning period cycle.

Figure D-1 Planning “P”



Appendix D. Incident Action Planning Cycle

An Incident Action Plan should be comprised of the items listed in Table D-1, along with pertinent information on each item.

Table D-1 Incident Action Plan Components and Sequence of Assembly				
Order	FEMA-ICS Form	Title	Required	Prepared By
1	200	Cover Sheet	Always	Planning Support Unit Leader
2	202	Incident Objectives	Always	Situation Unit Leader
3	205	Incident Radio Communications Plan	As the incident requires – Radio Use	Communications Unit Leader
4	205A	Incident Telephone Communications Plan	Always	Resource Unit Leader
5	207	Incident Organization Chart	Always	Resource Unit Leader
6		Incident Map	Always	Situation Unit Leader/GIS Unit
7	204	Assignment List	Always	Resource Unit Leader
8	220	Air Operations Summary	As the incident requires – Air Ops	Operations Section Chief/Air Operations Branch
9	206	Medical Plan	Always	Safety Officer
10	230	Meeting Schedule	Always	Situation Unit Leader
11	213	General Message	Optional	Any Message Originator
12	Other components as needed		Optional	Planning Support

For more information, see FEMA's Incident Action Planning Guide, June 2012

E

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Federal

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- Homeland Security Act of 2002 (Public Law 107-296). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Post-Katrina Emergency Management Reform Act of 2006 (Public Law 109-295). Accessed on 20 December 2013 at: <http://www.dhs.gov/key-dhs-laws>
- Homeland Security Policy Directive/HSPD-5: Management of Domestic Incidents. Accessed on 20 December 2013 at: <http://www.fas.org/irp/offdocs/nspd/hspd-5.html>
- Presidential Policy Directive/PPD-8: National Preparedness. Accessed on 20 December 2013 at: <http://www.dhs.gov/presidential-policy-directive-8-national-preparedness>
- US Department of Transportation and Transport Canada, Emergency Response Guidebook.
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FEMA Policy

- The Federal Emergency Management Agency Publication 1: The Federal Emergency Management Agency, November 2010. Accessed on 20 December 2013 at: <http://www.fema.gov/media-library/assets/documents/25272>
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- National Response Framework, Second Edition, May 2013. Accessed on 20 December 2013 at: <http://www.fema.gov/national-response-framework>
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- Incident Action Planning Guide, January 2012. Accessed on 31 March 2014 at [http://www.fema.gov/media-library-data/20130726-1822-25045-1815/incident action planning guide 1 26 2012.pdf](http://www.fema.gov/media-library-data/20130726-1822-25045-1815/incident_action_planning_guide_1_26_2012.pdf)

State

- State of Oregon Emergency Operations Plan, as revised November 2013. Accessed on 20 December 2013 at: http://www.oregon.gov/OMD/OEM/Pages/plans_train/EOP.aspx

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- Oregon State Fire Marshal, Fire Service Mobilization Plan. 2013. Accessed on 20 December 2013 at:
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- Emergency Declaration Guidelines for Local Elected and Appointed Officials. September 2011. Accessed on 20 December 2013 at:
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- Oregon Revised Statutes (ORS) 2011 Edition. Chapters 401 through 404. Accessed on 20 December 2013 at:
https://www.oregonlegislature.gov/bills_laws/Pages/ORS.aspx
- Oregon Administrative Rules (OAR) 104: Oregon Military Department. Accessed on 20 December 2013 at:
http://arcweb.sos.state.or.us/pages/rules/oars_100/oar_104/104_tofc.html

County

- Emergency Operations Plan
- Memoranda of Agreement / Understanding

City

- Continuity of Government Plan
- Continuity of Operations Plan
- Natural Hazard Mitigation Plan
- All other Public Laws, Municipal Code Chapter 7 Paragraph 74, Executive Orders and enacted or to be enacted which pertain to emergencies/disasters.

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F

Acronyms and Glossary

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Appendix F. Acronyms and Glossary

Acronyms

AAR	After Action Report
ADA	Americans with Disabilities Act
CERT	Community Emergency Response Team
CHEMTREC	Chemical Transportation Emergency Center
CIKR	Critical Infrastructure and Key Resources
City	City of Tigard
COG	Continuity of Government
COOP	Continuity of Operations
County	Washington County
CPO	Citizen Participation Organization
DEQ	Department of Environmental Quality
DOC	Department Operations Center
DOGAMI	Oregon Department of Geology and Mineral Industries
DSHS	Department of Social and Health Services
EAS	National Emergency Alert System
ECC	Emergency Coordination Center
EMC	Emergency Management Cooperative
EMO	Emergency Management Organization
EMS	Emergency Medical Services
ENS	Emergency Notification System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FAA	Federal Aviation Administration
FEMA	Federal Emergency Management Agency
FOSC	Federal On-Scene Coordinator
GIS	Geographic Information System
HA	Hazard-Specific Annex
IAP	Incident Action Plan
ICS	Incident Command System

Appendix F. Acronyms and Glossary

IDA	Initial Damage Assessment
JIC	Joint Information Center
JIS	Joint Information System
LEDS	Law Enforcement Data System
LP-1	Local Primary 1
LP-2	Local Primary 2
MAC Group	Multi-Agency Coordination
MHz	megahertz
MOU	Memorandum of Understanding
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NICC	Northwest Interagency Coordination Center
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NSS	National Shelter System
ODF	Oregon Department of Forestry
ODOT	Oregon Department of Transportation
OEM	Office of Emergency Management
OERS	Oregon Emergency Response Service
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
OTFC	Oregon Terrorism Information Threat Assessment Network Fusion Center
PA	Public Address
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
Red Cross	American Red Cross
SA	Support Annex
SOG	Standard Operating Guideline
SOP	Standard Operating Procedure
State	State of Oregon

Appendix F. Acronyms and Glossary

TDD	Telecommunications Device for the Deaf
TITAN	Oregon Terrorism Information Threat Assessment Network
TTY	Teletype
USDA	United States Department of Agriculture
VA	Veterans Administration
VHF	very high frequency
VIP	Very Important Person
VOIP	Voice-Over Internet Protocol
WCCCA	Washington County Consolidated Communications Agency

Appendix F. Acronyms and Glossary

Glossary of Key Terms

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

Acquisition Procedures: A process used to obtain resources to support operational requirements.

Agency Administrator/Executive: The official responsible for administering policy for an agency or jurisdiction. An Agency Administrator/Executive (or other public official with jurisdictional responsibility for the incident) usually makes the decision to establish an Area Command.

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

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

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

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

Allocated Resource: Resource dispatched to an incident.

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

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

Appendix F. Acronyms and Glossary

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

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

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

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

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

Badging: The assignment of physical incident-specific credentials to establish legitimacy and limit access to various incident sites.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section Chief and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

Cache: A predetermined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

Camp: A geographical site within the general incident area (separate from the Incident Base) that is equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

Categorizing Resources: The process of organizing resources by category, kind, and type, including size, capacity, capability, skill, and other characteristics. This makes the resource ordering and dispatch process within and across organizations and agencies, and between governmental and nongovernmental entities, more efficient, and ensures that the resources received are appropriate to their needs.

Certifying Personnel: The process of authoritatively attesting that individuals meet professional standards for the training, experience, and performance required for key incident management functions.

Chain of Command: The orderly line of authority within the ranks of the incident management organization.

Check-In: The process through which resources first report to an incident. All responders, regardless of agency affiliation, must report in to receive an assignment in accordance with the procedures established by the Incident Commander.

Appendix F. Acronyms and Glossary

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

CodeRED Emergency Notification System (ENS): A city managed ultra-high-speed telecommunications services used to deliver recorded messages to citizens living and businesses located in Tigard. Cell phone, Landline business and residential phones can be selected by zip code, by specific streets or addresses, and by use of Geographic Information System (GIS) tools.

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

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

Common Operating Picture: An overview of an incident by all relevant parties that provides incident information enabling the Incident Commander/Unified Command and any supporting agencies and organizations to make effective, consistent, and timely decisions.

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

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

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

Complex: Two or more individual incidents located in the same general area and assigned to a single Incident Commander or to Unified Command.

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

Continuity of Government: A coordinated effort within the Federal Government's executive branch to ensure that National Essential Functions

Appendix F. Acronyms and Glossary

continue to be performed during a catastrophic emergency (as defined in National Security Presidential Directive 51/Homeland Security Presidential Directive 20).

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

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

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

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

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

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

Delegation of Authority: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The delegation of authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines, as needed. Many agencies require written delegation of authority to be given to the Incident Commander prior to assuming command on larger incidents. (Also known as Letter of Expectation.)

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

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

Department Operations Center (DOC): Specially equipped facility from which department staff exercise tactical direction and control and coordinate resources and information in an emergency situation. If the EOC is activated, the DOC will roll up into the EOC and the DOC Manager will revert to a Branch Director position in the allocation of resources and management of information citywide.

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

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fully qualified in the position. Deputies generally can be assigned to the Incident Commander, General Staff, and Branch Directors.

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

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

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

Emergency Alert System (EAS): An alert and warning system that uses the broadcast media to announce conditions that pose an immediate threat to public safety. The EAS is a national system that can be used by federal, state, and local officials to alert and warn the public. The primary method of accessing the system in Washington County is through WCCCA.

Emergency Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues up front: liability and reimbursement.

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

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

Emergency Operations Levels: A series of four emergency response levels including routine operations and minor, major, and catastrophic incidents. Each level is defined by incident complexity, scope and resource needs.

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

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

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

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

Event: See Planned Event.

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

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

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

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

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. An Intelligence/Investigations Chief may be established, if required, to meet incident management needs.

Group: An organizational subdivision established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. See Division.

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

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

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Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one Base per incident. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be co-located with the Incident Base.

Incident Command Post (ICP): The ICP is the location where the Incident Commander operates during response operations. There is only one ICP for each incident or event, but it may change locations during the event. Every incident or event must have some form of an Incident Command Post. The ICP may be located in a vehicle, trailer, tent, or within a building. The ICP will be positioned outside of the present and potential hazard zone but close enough to the incident to maintain command. The ICP will be designated by the name of the incident, e.g., Fanno Creek ICP

Incident Command System (ICS): ICS is a standardized, on-scene, all-hazard incident management concept in the United States. It is a management protocol originally designed for emergency management agencies and later federalized. ICS is based upon a flexible, scalable response organization providing a common framework within which people can work together effectively. These people may be drawn from multiple agencies that do not routinely work together, and ICS is designed to give standard response and operation procedures to reduce the problems and potential for miscommunication on such incidents. ICS has been summarized as a "first-on-scene" structure, where the first responder on a scene has charge of the scene until the incident is resolved or the initial responder transitions incident command to an arriving, more-qualified individual.

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

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

Incident Management Team (IMT): An Incident Commander and the appropriate Command and General Staff personnel assigned to an incident. The level of training and experience of the IMT members, coupled with the identified formal response requirements and responsibilities of the IMT, are factors in determining "type," or level, of IMT.

Incident Management: The broad spectrum of activities and organizations providing effective and efficient operations, coordination, and support applied at all levels of government, utilizing both governmental and nongovernmental resources to plan for, respond to, and recover from an incident, regardless of cause, size, or complexity.

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

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

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

Integrated Planning System: A system designed to provide common processes for developing and integrating plans for the Federal Government to establish a comprehensive approach to national planning in accordance with the Homeland Security Management System as outlined in the National Strategy for Homeland Security.

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

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

Job Aid: Checklist or other visual aid intended to ensure that specific steps of completing a task or assignment are accomplished.

Joint Field Office (JFO): The primary Federal incident management field structure. The JFO is a temporary Federal facility that provides a central location for the coordination of Federal, State, tribal, and local governments and private-sector and nongovernmental organizations with primary responsibility for response and recovery. The JFO structure is organized, staffed, and managed in a

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manner consistent with National Incident Management System principles. Although the JFO uses an Incident Command System structure, the JFO does not manage on-scene operations. Instead, the JFO focuses on providing support to on-scene efforts and conducting broader support operations that may extend beyond the incident site.

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

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

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

Jurisdictional Agency: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

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

Law Enforcement Data System (LEDS): LEDS is a system used to distribute criminal intelligence information to law enforcement agencies throughout the state. Although not a warning system per se, it is used to relay warning information such as weather watches and warnings. Within Tigard, LEDS terminals are maintained at WCCCA, the Washington County Sheriff's Office, and all of the larger police departments. The Oregon State Police and Oregon Office of Emergency Management also maintain LEDS terminals.

Lead PIO: The PIO in charge of the emergency public information function at the EOC, DOC, JIC or in the field. Lead PIOs report directly to Command at their location.

Letter of Expectation: See Delegation of Authority.

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

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

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

Local Warning Point (LWP): A local facility designated to receive and relay warning information received via the National Warning System (NAWAS). WCCCA is the LWP for Washington County.

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

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

Management by Objectives: A management approach that involves a five-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching incident objectives; developing strategies based on overarching incident objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable tactics or tasks for various incident-management functional activities and directing efforts to attain them, in support of defined strategies; and documenting results to measure performance and facilitate corrective action.

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

Message Center: A station activated by the Tigard EOC or a Field department DOC to provide information to the public about incident activity, impacts, and available resources. It also serves as a point to receive public offers of assistance to volunteer and/or donate goods.

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

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Mobilization Guide: Reference document used by organizations outlining agreements, processes, and procedures used by all participating agencies/organizations for activating, assembling, and transporting resources.

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

Multiagency Coordination (MAC) Group: A group of administrators or executives, or their appointed representatives, who are typically authorized to commit agency resources and funds. A MAC Group can provide coordinated decision-making and resource allocation among cooperating agencies, and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the Multiagency Coordination System.

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

Multijurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In the Incident Command System, these incidents will be managed under Unified Command.

Multiple Agency Coordination Center (MACC): Also known as an Emergency Operations Center, the MACC is a central command and control facility responsible for the strategic, or "big picture" of the disaster. Personnel within the MACC use Multi-agency Coordination to guide their operations. The MACC coordinates activities between multiple agencies and does not normally directly control field assets, but makes strategic decisions and leaves tactical decisions to individual agencies. The common functions of all EOC's is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the government or corporation, within the scope of applicable laws; and disseminate those decisions to all concerned agencies and individuals.

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

National Essential Functions: A subset of government functions that are necessary to lead and sustain the Nation during a catastrophic emergency and that,

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therefore, must be supported through continuity of operations and continuity of government capabilities.

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

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

National Warning System (NAWAS): The federal portion of the Civil Defense Warning System used for the dissemination of warning and other emergency information from federal and state warning points to local warning points. It is a dedicated, nationwide, party-line telephone system operated on a 24-hour basis. The primary NAWAS drop point (phone connection) in Washington County is located at WCCCA. The secondary drop (not currently active) is at the Washington County Law Enforcement Center (LEC).

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

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

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

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 they last 12 to 24 hours.

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

Oregon Emergency Response System (OERS): A 24-hour state notification system, staffed by Oregon State Police, used to receive and relay reports of incidents/emergencies occurring throughout the state. OERS provides notification

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(i.e., warning) of events to state and local officials typically via landline telephone.

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

Personal Responsibility: The obligation to be accountable for one's actions.

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

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

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

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

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

Portability: An approach that facilitates the interaction of systems that are normally distinct. Portability of radio technologies, protocols, and frequencies among emergency management/response personnel will allow for the successful and efficient integration, transport, and deployment of communications systems when necessary. Portability includes the standardized assignment of radio channels across jurisdictions, which allows responders to participate in an incident outside their jurisdiction and still use familiar equipment.

Preparedness Organization: An organization that provides coordination for emergency management and incident response activities before a potential incident. These organizations range from groups of individuals to small committees to large standing organizations that represent a wide variety of committees, planning groups, and other organizations (e.g., Citizen Corps, Local Emergency Planning Committees, Critical Infrastructure Sector Coordinating Councils).

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

Pre-Positioned Resource: A resource moved to an area near the expected incident site in response to anticipated resource needs.

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

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

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

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

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

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on an incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Public Safety Official: Any fire, law enforcement, emergency management, public works, or elected official managing a major incident, who has been delegated authority by his/her department to activate the CNES, EAS or CNS.

PublicAlerts Community Notification System (CNS): A telephone-based system that can deliver recorded messages to citizens living in selected areas of the county. Landline business and residential phones can be selected by zip code, by specific streets or addresses, and by use of Geographic Information System

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(GIS) tools. The Washington County CNS is operated by WCCCA and can be utilized for emergency notification purposes by county public safety officials.

Publications Management: Subsystem that manages the development, publication control, publication supply, and distribution of National Incident Management System materials.

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

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.

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

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

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

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

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

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Retrograde: To return resources back to their original location.

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

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

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew/team of individuals with an identified work supervisor that can be used on an incident.

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

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

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

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

Standard Operating Guidelines: A set of instructions having the force of a directive, covering those features of operations which lend themselves to a definite or standardized procedure without loss of effectiveness.

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

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any

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possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

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

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

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

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

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

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

Supporting Technology: Any technology that may be used to support the National Incident Management System, such as orthophoto mapping, remote automatic weather stations, infrared technology, or communications.

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

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

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 Specialist: Person with special skills that can be used anywhere within the Incident Command System organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

Technology Standards: Conditions, guidelines, or characteristics that may be required to facilitate the interoperability and compatibility of major systems across jurisdictional, geographic, and functional lines.

Technology Support: Assistance that facilitates incident operations and sustains the research and development programs that underpin the long-term investment in the Nation's future incident management capabilities.

Terrorism: As defined in the Homeland Security Act of 2002, activity that involves an act that is dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United

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States or of any State or other subdivision of the United States; and appears to be intended to intimidate or coerce a civilian population, to influence the policy of a government by intimidation or coercion, or to affect the conduct of a government by mass destruction, assassination, or kidnapping.

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

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

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

Type: An Incident Command System resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of Incident Management Teams) experience and qualifications.

Unified Approach: The integration of resource management, communications and information management, and command and management in order to form an effective system.

Unified Area Command: Version of command established when incidents under an Area Command are multijurisdictional. See Area Command.

Unified Command (UC): An Incident Command System application used when more than one agency has incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior persons from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

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

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

Unity of Command: An Incident Command System principle stating that each individual involved in incident operations will be assigned to only one supervisor.

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

Volunteer: For purposes of the National Incident Management System, any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.10

Weather Advisory: A general overview of current weather conditions that may impact transportation (e.g., "The National Weather Service has issued a fog advisory for low-lying areas in Tigard"). Weather advisories are issued by the National Weather Service (NWS).

Weather Warning: The alerting of emergency response personnel and the public to the threat of an extraordinary and imminent weather danger to a specific area (e.g., severe storm warning). Weather warnings are issued by the National Weather Service (NWS).

Weather Watch: The alerting of emergency response personnel and the public to conditions that are favorable for a specified type of severe weather to occur (e.g., flash flood, severe thunderstorm, snow/ice storm). Weather watches are issued by the National Weather Service (NWS).

Functional Annexes

Hazard-Specific Annexes

AIS-2232

5.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 10 Minutes

Agenda Title: Upcoming Contract Discussion - Dirksen Park Oak Savanna

Prepared For: Joseph Barrett

Submitted By: Joseph Barrett, Financial and Information Services

Item Type: Update, Discussion, Direct Staff **Meeting Type:** Council Workshop Mtg.

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Discussion of upcoming contract for Dirksen Park Oak Savanna project.

STAFF RECOMMENDATION / ACTION REQUEST

Staff is seeking Council direction on any additional information or direction they would like to see in preparation of an award decision for this proposed contract.

KEY FACTS AND INFORMATION SUMMARY

The Oak Savanna project is part of the development of Dirksen Nature Park. The park has 7 distinct native Northwest ecosystems which makes it the perfect location for an urban nature park. The oak savanna is an important ecosystem to the region historically and as such we are focusing our effort on its restoration.

The work under this project will provide all restoration services associated with site preparation and establishment of the oak savanna at Dirksen Nature Park. This work will include removal of non-native grasses and trees, removal of trees that are currently crowding oaks, replanting native grasses, wildflowers, and shrubs associated with a healthy savanna. The contractor will also use the wood material from downed trees to construct buck and pole fencing around the savanna to discourage entry to the area while it is establishing. These rough pole fences are low to the ground so views into the area will not be blocked. The contractor will provide planting and maintenance services through 2019.

Under 279A.215, the city may establish a contract with a specific vender under a permissive cooperative procurement process. This is in line with Tigard Public Contracting Rule 10.085. Staff would like to utilize this form of procurement for this project. Under this form of procurement the following is all that is required:

- An administering contracting agency with a solicitation and contract that is open and competitive, allows selection methods similar to Tigard's,
- The solicitation document and contract with the administering agency contains cooperative language which allows other agencies (such as Tigard) to establish their own contracts under the terms, conditions, and pricing of the original contract,
- A contractor that agrees to extend the terms, conditions, and pricing, and
- Public notice if the purchasing agency's contract will exceed \$250,000.

For this particular contract, the first three bullets will apply but not the fourth as the city's contract will not exceed \$250,000. For the first three requirements, Metro released a Request for Proposal (RFP) for Natural Areas Habitat Restoration Services this past winter containing permissive cooperative language and was similar to a process the city would have utilized. The subsequent contract executed from this RFP also contains the permissive cooperative language. The city has had discussion with the awarded contractor, Ash Creek Forest Management, LLC, and they are willing to extend the terms, conditions, and pricing of the Metro contract to the city. Thus the required three bullets above are met.

Staff plans to bring a contract award presentation before the Local Contract Review Board at a future meeting with Ash Creek Forest Management, LLC for work on the Oak Savanna project at Dirksen Nature Park. The scope of the work is very similar to the work under the Metro contract so staff will be asking the contract be awarded under a passive cooperative procurement method. The estimated total of the contract is \$220,000.

OTHER ALTERNATIVES

The Local Contract Review Board may reject the use of a permissive cooperative purchase and direct staff conduct a full Request for Proposal process.

The Local Contract Review Board may reject the contract and place the work on hold.

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

This work supports the goals of the Summer Creek Master Plan (Dirksen Park Master Plan) and the City Park System Master Plan. This work also supports walkability goals of the City Strategic Plan.

DATES OF PREVIOUS COUNCIL CONSIDERATION

This is the first time the Local Contract Review Board has discussed this contract.

Fiscal Impact

Cost: \$220,000

Budgeted (yes or no): No

Where budgeted?: Urban Forestry Fund

Additional Fiscal Notes:

This portion of the Dirksen Nature Park Development is included in the Proposed CIP for FY 2016-21. There is \$100,000 per year requested for FY16 and FY17. The CIP budget would need to be increased by \$20,000 to accommodate the additional cost. Additionally, the contract cost would be potentially spread over four years and not two years as stated in the Proposed CIP. This contract will run from FY 14/15 through FY 19/20.

AIS-2246

6.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 5 Minutes

Agenda Title: Briefing on Metro Community Planning & Development Grant Application - Tigard Triangle

Submitted By: Cheryl Caines, Community Development

Item Type: Update, Discussion, Direct Staff
Meeting Type: Council Workshop Mtg.

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Should the City Council approve submittal of a Metro Community Planning and Development Grant (CPDG) application for Tigard Triangle to support pre-development assistance? Funding for this grant is provided through the Construction Excise Tax.

STAFF RECOMMENDATION / ACTION REQUEST

It is recommended that council approve submittal of the CPDG application for the Tigard Triangle.

KEY FACTS AND INFORMATION SUMMARY

The City has developed the Tigard Triangle Strategic Plan (TTSP) with input from a variety of stakeholders including property owners, developers, business owners, employees, bicycle/pedestrian advocates and Tigard residents. The TTSP provides a long range vision to:

- Diversify the mix of uses in the area.
- Improve connectivity for all modes within the district and to neighboring areas.
- Create a safe and enjoyable walking environment.
- Provide parks, open spaces and places to gather while enhancing and protecting the natural amenities.
- Accommodate and leverage high capacity transit service and stations if supported by Tigard residents.

Several implementation measures were identified in the TTSP to achieve these outcomes, including regulatory actions, infrastructure investments, and incentives to stimulate

public-private partnerships. Over the next 8 – 12 months, the city will complete the regulatory actions needed to implement the Plan, including the creation and adoption of a new land use code. The Metro grant will allow the city to select a few promising redevelopment sites and determine the partnerships, public financing strategies, infrastructure and predevelopment work needed to begin transforming the Triangle.

The grant application is still being developed. The objectives outlined below reflect the broadest range of planning activities that would be included in the Tigard Triangle Community Planning and Development project. Changes could narrow the focus of the grant application and reduce the budget to accomplish the grant objectives. The objectives of the project are to:

- Identify optimal sites, partnerships and development tools to facilitate a new, walkable suburban development pattern in the district.
- Examine urban renewal as a tool to encourage this development pattern.
- Re-brand the Triangle from a place for offices and big box stores to a pedestrian-oriented, mixed use district that supports regional demand for housing.
- Complete predevelopment activities for a walkable suburban mixed use development project on at least one site.

Metro Community Planning Development grants are funded from revenues generated by a regional Construction Excise Tax (CET). Approximately \$5 million is available. The Tigard Triangle project has an estimated budget of \$200,000. The grant amount being requested is \$160,000 with a 20% local match (\$40,000).

OTHER ALTERNATIVES

Do not submit a grant application for this project.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

- Tigard City Council Goal #3 - Adopt Tigard Triangle Strategic Plan and Enable Future Development Capacity including development of incentives and public private partnerships.
- Tigard Strategic Plan Goal 2 Ensure development advances the vision.
- Tigard Triangle Strategic Plan recommended implementation strategies.

DATES OF PREVIOUS CONSIDERATION

Not previously considered.

	Fiscal Impact
Cost:	\$200,000
Budgeted (yes or no):	no
Where Budgeted (department/program):	Community Development - Community Planning

Additional Fiscal Notes:

The grant amount requested is \$160,000 with a local match of \$40,000. This match could be direct financial or in-kind contribution. The \$40,000 match is in the proposed budget for fiscal year 15-16.

AIS-2247

7.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 5 Minutes

Agenda Title: Briefing on Metro Community Planning & Development Grant Application - Downtown

Submitted By: Cheryl Caines, Community Development

Item Type: Update, Discussion, Direct Staff
Meeting Type: Council Workshop Mtg.

Public Hearing No

Newspaper Legal Ad Required?:

Public Hearing Publication

Date in Newspaper:

Information

ISSUE

Staff requests Council's direction on whether to submit a full application to Metro's Community and Development Grant Program for a redevelopment feasibility study on adjacent Downtown properties on Commercial Street and Main Street.

STAFF RECOMMENDATION / ACTION REQUEST

Direct staff to prepare a resolution approving application for Metro's Community and Development Grant program (Construction Excise Tax funding).

KEY FACTS AND INFORMATION SUMMARY

On April 14, 2015, staff submitted a letter of intent to apply for funding from Metro's Community and Development Grant Program for the Downtown Tigard Urban Lofts Development project. The Downtown Tigard Urban Lofts Development project is for pre-development feasibility assistance that will lead to:

- A concept plan for mixed-use transit oriented urban-style loft development of two sites: a 0.45 acre privately owned site fronting Main Street (the Nicoli site) and the 0.81 acre site that is currently the Tigard Transit Center. The desired project would have a low on-site parking ratio.
- A plan for the reconfiguration of the Tigard Transit Center. The alignment of the

Southwest HCT line and location of the downtown Tigard station should be known by fall 2015. The location of the HCT station will likely cause the need to rethink the form and the function of the existing transit center. Ideas to be explored are relocating the bus stops on to the street, reducing the footprint of the center, or building over the center. Plan objectives would include improving transit run times, accommodating bus layovers, providing a TriMet driver restroom, and preserving on-street parking opportunities.

- Definition of the Urban Renewal Agency's role and financial feasibility of the project.

Last year there was a development opportunity study done on the Nicoli property. TriMet had been approached to see if the Tigard Transit Center site could be included in the study. At that time TriMet staff felt there were too many unknowns about the future of the Transit Center site in the SW Corridor planning process. The planning process is further along, and last month TriMet staff expressed willingness to have the site included in a new study that would also plan for the reconfiguration of the transit center's functions. Mr. Nicoli is also supportive of a new study. There is a higher degree of redevelopment feasibility if the two sites are combined.

The requested grant amount is \$100,000 for the cost of a consultant team including an architecture firm with transit oriented development experience, a real estate advisor, and an engineer who specializes in transit planning. The City proposes a \$20,000 match (half from in-kind services.) Metro's Community and Development Grant Program requests for funding total approximately \$6.3 million while the amount of funding expected to be available is only \$5.0 million. It's likely that some applications will not get funded and others will only be partially funded. The deadline for full application is June 1, 2015.

As part of submitting a full application, Council must authorize the application submittal. This will be formally requested at the May 26 council meeting.

OTHER ALTERNATIVES

Council could direct staff not to submit the full application.

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

Tigard City Council 2015-17 Goals and Milestones

Goal #2. Make Downtown Tigard a Place Where People Want to Be

Tigard Comprehensive Plan

Special Planning Areas- Downtown

Goal 15.2 Facilitate the development of an urban village.

Tigard Strategic Plan

Goal 2: Ensure development advances the vision

City Center Urban Renewal Plan

Tigard Downtown Improvement Plan

DATES OF PREVIOUS CONSIDERATION

April 9, 2013 Cycle 3 applications submittal approved (Burnham and Ash Mixed Use)

Fiscal Impact

Cost: \$120,000

Budgeted (yes or no): yes -match

Where Budgeted (department/program): \$10,000 is budgeted in CCDA FY15-16

Additional Fiscal Notes:

The grant request is for \$100,000. The city has also proposed a 20% match of \$20,000, half from in-kind services.

Attachments

Map of Downtown Sites



Figure 1: Downtown Tigard Urban Lofts Development Site-
Project Location



AIS-2196

8.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 15 Minutes

Agenda Title: Briefing on Results of the Strategic Plan Code Audit

Submitted By: Tom McGuire, Community Development

Item Type: Update, Discussion, Direct Staff

Meeting Type: Council Workshop Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

Community Development staff have been working with a consultant team to audit and evaluate the Community Development Code, Title 18, to look for barriers to, and opportunities for, implementation of the strategic plan. Staff will brief Council on the results of the audit and walk through potential options for updates and additions to Title 18 to improve our implementation of the strategic plan.

STAFF RECOMMENDATION / ACTION REQUEST

No action required; briefing only.

KEY FACTS AND INFORMATION SUMMARY

An executive summary memorandum from the consultant team on the project has been provided for Council's information. The next steps referred to in the memorandum are for the Community Development Department to evaluate the audit and work its recommendations into our work program for the coming years. Several ongoing or future projects will be used to implement the consultant regulations. Some projects address standalone issues while others are omnibus packages covering multiple issues. The following list provides the most important projects for Strategic Plan implementation:

- Tigard Triangle Implementation
- Code Amendments for Housing Implementation Strategies
- Code Amendments for Title 18 Administration and Procedures
- Planned Development Chapter Update
- Public Improvement Standards Chapter Update
- Washington Square Plan District Standards Update
- Code Update to Accommodate Urban-Appropriate Agricultural Activities
- Ongoing Public Involvement/Community Engagement Process

OTHER ALTERNATIVES

N/A

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

Council Goals 3 & 5

- Adopt Tigard Triangle Strategic Plan and Enable Future Development Capacity
- Expand Opportunities to Engage People in the Community

DATES OF PREVIOUS COUNCIL CONSIDERATION

No previous dates.

Attachments

Code Audit Exec. Summary

Date: April 27, 2015
 To: Project Management Team
 From: Cathy Corliss, Principal
 cc: Alex Dupey and Jon Pheanis, MIG; and Susie Wright, KAI
 Re: City of Tigard Strategic Plan Implementation Code Audit Executive Summary

Executive Summary

As described in the Strategic Plan, the City of Tigard's vision is to be: "The most walkable community in the Pacific Northwest where people of all ages and abilities enjoy healthy and interconnected lives." The hope is that "walkability" will become an expression of the City's unique identity. In order to accomplish this, development must advance the vision and the Tigard Development Code (TDC), as the document that guides development, needs to be in "alignment" with the vision. The intent of the Code Audit was to evaluate how well the TDC is aligned with the vision by identifying whether current rules, regulations, and practices support or preclude the City's ability to meet these walkability and connectivity goals.

Key Findings and Recommendations of the Code Audit

- To improve walkability (as measured by WalkScore) the City must provide both a high quality pedestrian environment as well as a range of destinations for pedestrians (e.g., commercial and recreational opportunities within walking distance).
- There are opportunities to improve the general regulations for paths and trails and other pedestrian facilities in the TDC. Terms are used inconsistently. A unified map of existing and future required pedestrian facilities would be helpful. The TDC should be amended to clearly exempt paths and trails within the right-of-way from needing a development permit.
- When new trails are built as standalone projects, the City is often the applicant and is working within the time constraints of a grant. Amendments to the TDC to allow trails as a permitted use in the industrial zone were recently adopted; however, there are additional amendments that would make it easier for the City and others to construct new trails. Amendments of this type would ease permit requirements and reduce delay for the construction of new paths and trails.
- The TDC also establishes pedestrian connectivity requirements for developers. There are opportunities to amend the TDC to strengthen and clarify the standards and approval criteria and provide incentives to ensure that paths, trails and other pedestrian facilities are built and maintained.
- TDC 18.800, Street and Utility Improvements, is in need of a wholesale update to address the vision and Strategic Plan as well as other issues including moving some of the standards into separate Engineering Manual and clarifying the Transportation Impact Analysis requirements.

- As noted above, creating destinations for pedestrians is key to becoming a walkable community. Currently the zoning map dedicates large areas of the City to single family residential development. The City's single family zones allow almost no commercial development, so there are few opportunities to create destinations within walking distance of the majority of residents.
- There are a range of possibilities to allow more commercial activities in neighborhoods while still preserving the residential character:
 - Permit some commercial uses as conditional uses in residential zones in certain locations, or through a special zone. For example, allowing a neighborhood store in a residential area but only along a busy collector street.
 - Expand the types of commercial uses permitted as home occupations. Allow for certain non-residential uses that draw few "customers", such as music and art teachers-.
 - Permit additional commercial activities as "accessory" to institutional uses, for example, allow a coffee shop within a church or school.
 - Encourage small scale produce farming as an accessory use by allowing small farm stands to let people sell what they grow.
- Changes to the residential zones can be controversial and will require substantial public outreach.

Next Steps

The Code Audit suggests an approach to "bundling" the code amendments into discrete projects. Staff is evaluating these project and will recommend ways of incorporating them into the work program.

that membership support exists for a YMCA in Tigard for a range of 1,700 to 2,300 memberships within 3 years if a facility was in Tigard, with highest-demand membership types of two adults, and two adults and children that would be most applicable to respondents. Further, demographic data show that Tigard's population has a high incidence of regular exercise and use of exercise facilities, with high use of for-profit fitness centers not located in the city. The presentation from the May 12 meeting is attached for reference.

The concept of constructing a center is contrary to the city's study recommendations suggesting an initial investment in a city role in recreation. That study recommended that the first investment in recreation should be established in the 2015-16 budget, including continuing the city's recreation program guide; and to offer programs and classes and events at existing city facilities. This is included in the Budget Committee's 2015-16 recommendation, and is also included in City Council's goals for 2015-16.

OTHER ALTERNATIVES

The Council is at a decision point to determine where the creation of a community center operated by the YMCA would fit within city priorities. Tigard has jointly funded a survey of demand for YMCA services. Tigard could either go forward with a public investment in land, building, and partnership for services, or choose to defer to later, or not pursue this partnership for a community center. The Council could decide to:

- **Complete the planned Space and Facilities Strategic Plan** (planned for FY 15-16) to determine the appropriate timing for a community center or YMCA-operated facility in the context of all of city facility needs. The immediate next step for this alternative would be to determine how soon the study would be completed and the order of priorities for facility investment.
- **Enter into a partnership with the YMCA** including an agreement that would **include the eventual construction of a center that the Y** would operate. The immediate next step in this alternative would be to enter into negotiations with the YMCA for a facility and program partnership agreement, and embark on a public process to determine feasibility for the size and potential location for a future facility.
- Following recently-completed City of Tigard study recommendations for the city's role in recreation, **develop the city's (new) recreation program** with a recreation coordinator to facilitate development of classes and events in the first five years, and opt to pursue the creation of a center after the program is established.
- Choose to **construct a publicly-owned building for a community center** independent of future operation, and study the facility needs.
- **Take no action.**

COUNCIL OR CCDA GOALS, POLICIES, MASTER PLANS

Provide Recreation Opportunities for the People of Tigard: Explore feasibility of partnership opportunities, including Tualatin Hills Park & Recreation District, YMCA and other city or nonprofit opportunities; establish facility partnership if feasible.

DATES OF PREVIOUS CONSIDERATION

City Council agreed to contribute funding to the survey in November, 2014.
Presentation of YMCA survey results on May 12, 2015.

Attachments

PowerPoint

A large, faint background illustration on the left side of the page shows a hand holding a magnifying glass over a cluster of interlocking gears in various colors (grey, teal, orange, red, yellow, green).

**City of Tigard
YMCA of Columbia-Willamette
Feasibility Study
Report Findings & Highlights**

May, 2015

Prepared by: Constance Miller & John Perdue

Purpose and Methodology

Goal: *To determine community support levels for building a facility operated by the YMCA and funded by tax dollars*

Feasibility study specifically scoped to include:

- Appropriate pricing
- Forecast membership and usage
- Forecast demand for programs, facilities, and features

National call center approach:

- Representative contact lists of registered voters living within Tigard city limits
- Screening questions related to home ownership
- 501 qualified completed respondents (4.32% margin of error, 95% confidence level)
 - 380 Community members
 - 121 Current and former Y members



Parking Lot: *The results may be used to identify areas where stakeholders decide to dig-deeper and conduct additional analysis*

“My best analysis leads me to more questions”



Market Area Demographics & Psychographics

Incomes and home values are high compared to many YMCA markets and families are primarily educated professionals. Respondent demographics and city profile display a strong potential market.

Market Profile

- Population growing faster than the U.S. as a whole
- Age, % of households with children and home ownership rates on par with national averages
- Median family income and home values are higher than national averages

Tapestry Segmentation

National defined lifestyle segments indicate a majority of educated professionals, including:

- *Bright Young Professionals* = young, educated, working professionals
- *Soccer Moms* = affluent, family oriented, two working adults with children
- *Enterprising Professionals* = young, well-educated STEM professionals
- *Emerald City's* = young renters with no children, well-educated, median U.S. income
- *Metro Fusion* = young, diverse renters with young children

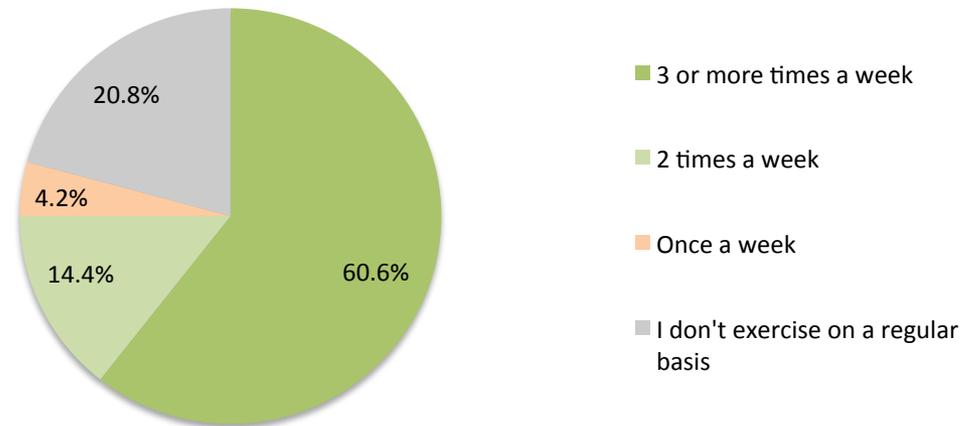


Current Exercise Habits

Tigard's population has a **high incidence of regular exercise** and relatively high use of exercise facilities.

- Nearly 61% of respondents currently exercise 3+ times per week
- 1/2 exercise at home + 1/3 exercise at a gym
- Use of for-profit fitness centers is strong and those used most often are *not* located within the City of Tigard

% of Exercise Per Week

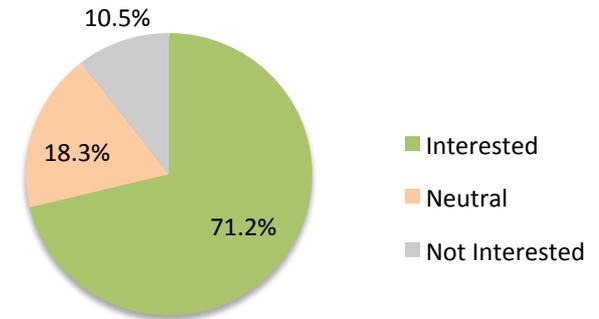


Demand for Programs and Facilities

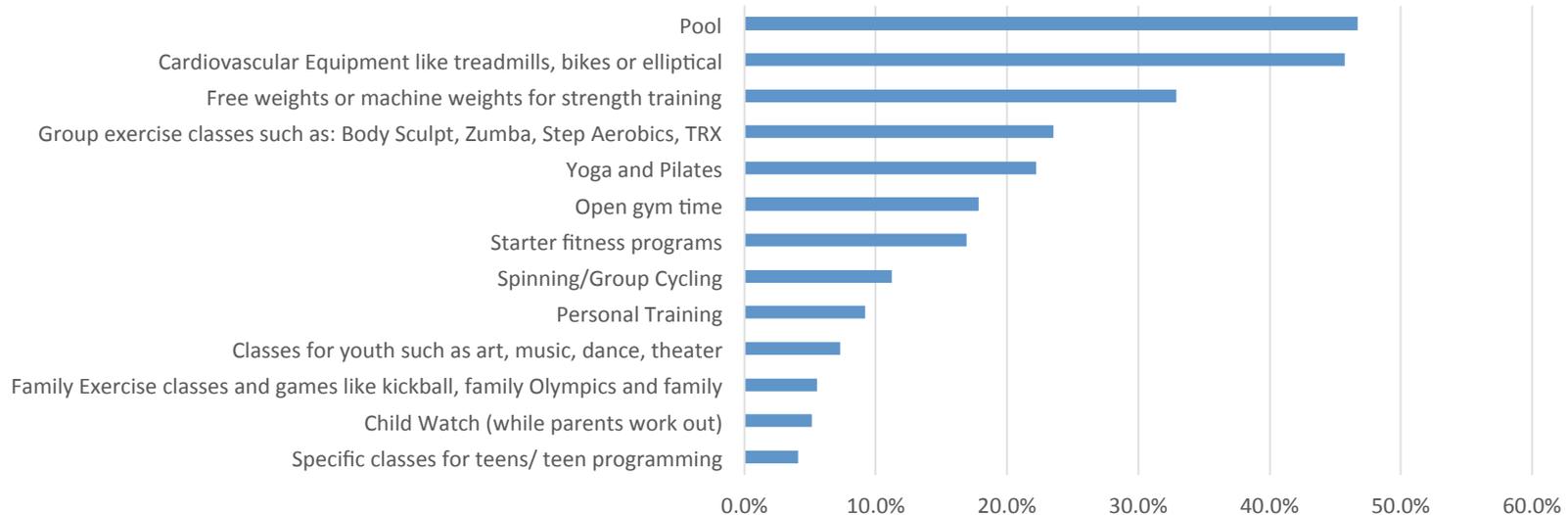
When asked about the likely frequency of use, respondents indicated a “**pool**” (46.7%) and “**cardiovascular**” (45.7%) exercise to be the of most interested at a potential Tigard YMCA.

71.2% of respondents with children reporting they would be “very interested” in using the potential facility.

% with those with children interested in using the Y



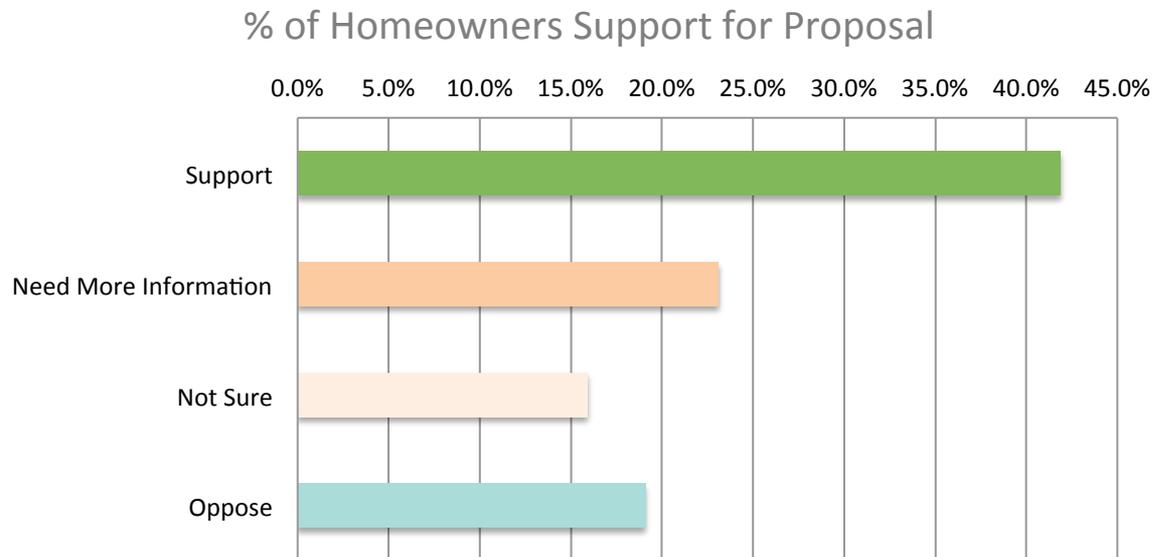
Would use often...



Financial Support for New Facility

41.9% of homeowners would support a \$10/month property tax increase for a new Y facility in Tigard; 39% are unsure or need more information

Note: findings are market research based and not interchangeable with voter polling

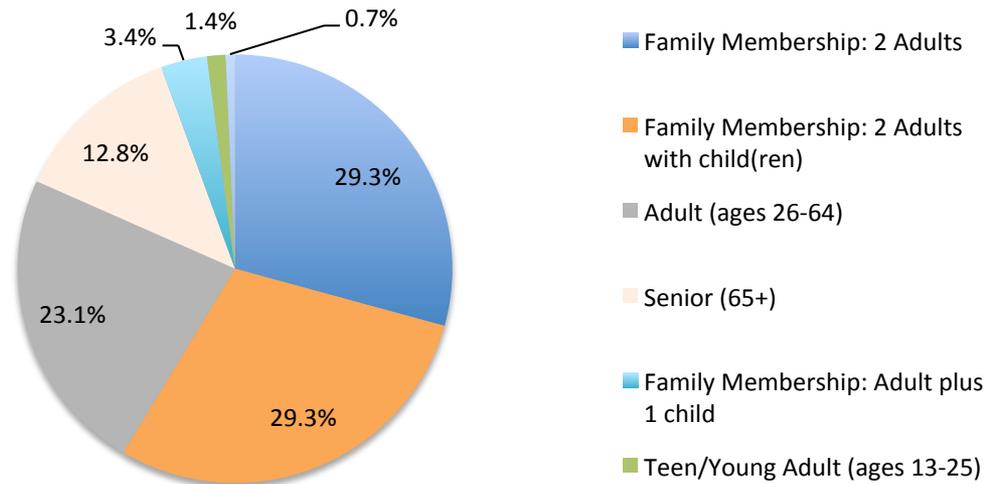


Membership Demand

The most commonly selected **membership types** reported:

- Family membership of 2 adults and no children (29.3%)
- Family membership of 2 adults and children (29.3%)
- Adult age 26-64 (23.1%)

% Interest in Membership Types



Membership Forecast

Based on conservative estimates, a new facility in Tigard would attract approximately **1,747 to 2,274 membership units within 3 years**

These projections are comparable to an existing Y near this market area

**the lowest price point = outlier*

Membership Type	Highest Price	Next Highest Price	Middle Price	Next Lowest Price	Lowest Price*
Total potential new membership units at price level	1,747	1,836	2,060	2,274	3,106

Recommendations

Based on study results ...

- **Proceeding with steps in developing a new Y facility** by using the forecasts of demand at different price levels and related findings to determine potential facility size and viable offerings
- Consider **plans to publicize/communicate** the potential new facility to the community in light of comparatively low opposition
- Exploring location options **within downtown Tigard**



Parking Lot



The Parking Lot is where questions that required additional analysis are captured for consideration and planning potential next steps.

“My best analysis leads me to more questions”

YMCA of Columbia-Willamette County & City of Tigard potential questions (so far):

- Voter polling in follow-up to levels of homeowner support expressed?
- Explore where community center fits within city priorities at this time?
- Consider steps needed to take a facility bond measure for voter consideration in context of other city priorities for funding and facilities?
- Determine capital and operating costs that might be indicated in Tigard for potential center or a potential facility size that may be feasible?
- Consider how a future partnership with a recreational operator might be structured in terms of an agreement?
- Consider timing and planning needed for site and facility planning, design, and construction?



AIS-2243

10.

Workshop Meeting

Meeting Date: 05/19/2015

Length (in minutes): 20 Minutes

Agenda Title: Discussion on Future Ballot Measures

Prepared For: Liz Newton, City Management

Submitted By: Norma Alley, City Management

Item Type: Update, Discussion, Direct Staff

Meeting Type: Council Workshop Mtg.

Public Hearing: No

Publication Date:

Information

ISSUE

Continuation of the discussion on future ballot measures.

STAFF RECOMMENDATION / ACTION REQUEST

Provide direction to staff on the schedule for future ballot measures and specific direction on draft language for ballot measures to be developed for consideration on the November 2015 election.

KEY FACTS AND INFORMATION SUMMARY

At the April 21, 2015 workshop meeting, council discussed the timing of possible future ballot measures using a table provided by staff as a starting point. An excerpt of the draft minutes summarizing the discussion is attached. At the conclusion of the discussion on each potential ballot measure, council consensus was to pursue the following schedule:

November 2015

- Revisions to the City Charter
- General obligation bonds for a community or recreation center
- Downtown Urban Renewal area - land area and duration

May 2016

- Local Option Levy for city operations (Note: The Budget Committee recommended pursuing the creation of a Park Utility Fund and fee instead of a Local Option Levy for operations.)

November 2016

- Increase City Gas Tax
- High Capacity Transit Comprehensive Plan Amendment

November 2018

- High Capacity Transit Funding

A revised matrix is attached reflecting the council consensus on election dates as listed above.

As noted in the staff recommendation section above, council will need to provide specific direction on draft language for ballot measures to be placed on the November 2015 to ensure the August 14, 2015 ballot title filing deadline can be met.

OTHER ALTERNATIVES

Modify the election dates for any or all of the ballot measures under consideration.

COUNCIL GOALS, POLICIES, APPROVED MASTER PLANS

"Future Possible Ballot Measures" is one of the *Issues for Further Council Discussion* in the 2015-2017 City Council Goals adopted January 27, 2015.

DATES OF PREVIOUS COUNCIL CONSIDERATION

December 22, 2014 Goal Setting Meeting

April 21, 2015 Council Workshop

Attachments

April 21, 2015 Council meeting minutes excerpt

Potential Ballot Measures Schedule Matrix

DRAFT MINUTES



City of Tigard
Tigard City Council Meeting Minutes
April 21, 2015

EXCERPT DRAFT MINUTES

6. DISCUSSION ON POSSIBLE BALLOT MEASURE ITEMS

Assistant City Manager Newton presented this item directing council to the matrix provided in the staff report and stated staff is looking for direction on if and when the council would like to see the topics listed go on a future election.

Charter Revisions:

Mayor Cook reminded the council this is on the May 12 agenda.

Council President Snider asked if it would be possible to have the measure on the November 2015 ballot. Ms. Newton answered she thought it would be possible to meet the August 14 filing deadline with the city recorder, but the council may have to limit the changes to a couple items. Further consideration can be made at the May 12 council meeting.

Funding For General Fund City Services:

Council President Snider stated he would like the council to consider alternative funding sources that may not have to go to a vote.

Mayor Cook said to ensure a better voter turnout, which may be needed for a local option levy, this should go in May or November 2016. He said he leaned toward May 2016 because there could still be good voter turnout with the primaries and the city might have to compete for monies in November. May also allows for the opportunity to send it back to the voters in November if it fails in May. Another consideration is the time it takes to form a Political Action Committee (PAC) which takes about a year to form. It is the PAC that campaigns for the measure.

Councilor Goodhouse asked the council to consider extending the city hall hours in addition to the library hours. Council President Snider said the city hall hours of operation were not reduced; rather, the city moved from an eight hour work day to ten hours allowing city hall and the permit center to have extended hours on Monday through Thursday. Ms. Wine clarified that public works and police operate twenty four hours a day. She added that in the community survey conducted in 2014, there was not a strong sentiment that customers are missing the Friday service.

Councilor Goodhouse expressed concern that the city only obtained the opinion of Tigard citizens and did not get a representation of the business in the metropolitan area that conduct business in Tigard and utilize the permit center. Ms. Newton said we do have other opportunities for customers to conduct their business outside of open hours such as the inspection request line and online plan submission. Many of city hall services are scheduled during open hours such as court, utility billing services and passports. The city has gotten positive response for notary services being provided during late hours after customers get off work.

Councilor Henderson noted the county has two ballot measures on the ballot this November for public services and the library and reminded the council to take that into consideration when deciding when to put city measures on the ballot.

Council President Snider said he did not want any measures asking for money to be on the November 2015 ballot. He stated he did not think an operating levy is the right approach as a funding source for the general fund services and should be reserved for funding city facilities.

Councilor Woodard said he agreed and thought the parks utility fee would cover the funding need for general fund services.

Consensus of council was to pursue a utility fee instead of an operating levy.

Funding For City Facilities:

Councilor Woodard testified his strong desire for the city to put a measure before the voters in November 2015 for a YMCA in the community. He felt strongly there is a lot of momentum from the grass root efforts right now and the council would remiss if they did not capitalize on that. He felt confident the voters would approve a \$28 million bond, only increasing taxes by \$10 a month, which is significantly less than Beaverton's recreation district costing them \$300 a month.

Council President Snider said he also supports an obligation bond on the November 2015 ballot for the recreation center concept in order to "seize the moment" and look at a way to build a facility with a private operator. The public works and police facilities could be tackled in May 2016 or even further out. He said he would support opening our library seven days a week before opening a branch library.

Councilor Goodhouse also supported an obligation bond in November 2015 for the recreation center and requested more detail on costs of the construction and operation of a recreation center. City Manager Wine said on May 12 the council will receive the survey results from the YMCA and then further steps and options will be explored to making a decision. She was concerned the details may not be prepared in time to create a proposal for November.

Consensus by council was to pursue a ballot measure to be placed on the November 2015 ballot for a recreation center and hold off on the public works and police facilities until a facilities analysis is completed. Ms. Wine said staff will have an answer in the next year for the needs of expanding police and public works facilities.

City Gas Tax Increase:

Mayor Cook asked how much a two cent increase in the gas tax would create in funding. Finance and Information Services Director LaFrance answered each penny would provide \$225,000 give or take. He added the current three cents tax is obligated in paying on the Main Street improvements bond through 2020 which is expensing a little more than three cents per gallon.

Councilor Goodhouse said the increase in the gas tax is one way to fund sidewalks but other sources of funding need to be explored. The community is in support of sidewalk projects and would like to see this project funded.

Council agreed to go to a vote to increase the city gas tax to five cents and requested staff look into other funding sources to fill the funding need gap. Consensus was to look at placing it on a ballot in 2016.

High Capacity Transit:

City Manager Wine said in order for high capacity transit to come to Tigard the city would have to amend the comprehensive plan and a comprehensive plan amendment for high capacity transit requires a vote of the electorate.

Mayor Cook suggested doing an advisory vote in November 2016 asking if the community would support moving forward with planning for high capacity transit. In order for high capacity transit to move forward it may take a full region vote which will not be earlier than November 2018.

Council agreed this will need to wait until more information can be received and constituted additional discussion.

Urban Renewal District:

Councilor Goodhouse stated he was in favor of expanding the downtown urban renewal area and adding one for 99W. He said the biggest thing he hears is 99W is the face of Tigard and the council needs to do something to improve 99W.

Mayor Cook said his preference would be for expanding the downtown boundaries and then the Tigard Triangle. Council President Snider suggested expanding the downtown boundaries up to ten percent which would not require a vote of the people.

Councilor Woodard said he too had heard from businesses on 99W asking for benefits from an urban renewal district and thought a district from Gaarde Street to north of Highway 217 would be successful.

Consensus of council was to continue discussion on expanding or adding urban renewal districts.

Willamette River:

Council President Snider asked if the city had received a legal opinion on whether the requirement to get a vote applies to the Tualatin Valley Water District. Ms. Wine said they had not. The city received a legal opinion identifying the operative issue on the charter vote about the use of Willamette water. It does not require a vote for the planning, building or agreements.

Mayor said continued discussion can occur at a later meeting because this does not look to be on the May or November 2016 election.

Topic	Ballot Measure	Limitations	Timing
November 2015			
Charter Revisions	Changes language in the City Charter.	Must go to voters; can be referred by council, or initiated by voters	No limits on election date.
Expand Urban Renewal District Boundary (size & duration)	Change boundaries to expand Downtown, add 99W and/or Tigard Triangle and/or Hunziker Industrial Core.	City Charter requires voter approval. (Sections 45 -50).	Must go to voters in May or November by charter.
Funding for Recreation Center	General Obligation bond.	Must go to voters by State Law.	March or September must meet double majority; May or election no double majority requirement.
May 2016			
Local Option Levy Funding for General Fund City Services	Operating levy for specific programs.	Must go to voters by State Law. Levy can be imposed for one – five years by State Law.	March or September must meet double majority; May or November election, no double majority requirement.
	<ul style="list-style-type: none"> • Police • Library • Parks and Recreation • Community Building 		
November 2016			
City Gas Tax Increase	Increase city gas tax to fund sidewalk gap program and/or sidewalk maintenance and/or major transportation projects.	Must go to voters by State Law. Use of funds must be designated by TTAC. (Requirement in TMC Section 3.65.270(3))	March or September must meet double majority; May or November election no double majority requirement.
High Capacity Transit Comprehensive Plan	Voter approval of construction of a new HCT corridor; Voter approval of comprehensive plan amendments to accommodate the siting of a new HCT corridor.	Requirements of City Charter Section 53.	No double majority requirements.
November 2018			
High Capacity Transit Funding	Increase a current tax or fee or impose a new local tax or fee for construction costs to build or expand light rail transit line.	Requirement of City Charter Section 52.	March or September must meet double majority; May or November election, no double majority requirement.