City of Sandy

Agenda

City Council Meeting

Meeting Date: Monday, August 15, 2022

Meeting Time: 6:00 PM

Page

1. MEETING FORMAT NOTICE

This meeting will be conducted in a hybrid in-person / online format. The Council will be present in-person in the Council Chambers and members of the public are welcome to attend in-person as well. Members of the public also have the choice to view and participate in the meeting online via Zoom.

To attend the meeting in-person
Come to Sandy City Hall (lower parking lot entrance).
39250 Pioneer Blvd., Sandy, OR 97055

To attend the meeting online via Zoom
Please use this link: https://us02web.zoom.us/j/81700123450
Or by phone: (253) 215-8782; Meeting ID: 81700123450

Please also note the public comment signup process below.

2. JOINT CITY COUNCIL / PLANNING COMMISSION WORK SESSION - 6:00 PM

2.1. **Comprehensive Plan Update: Visioning Outreach** 4 - 88

Comprehensive Plan Update: Visioning Outreach - Pdf
Presentation Slides

3. CITY COUNCIL REGULAR MEETING - 7:00 PM

4. PLEDGE OF ALLEGIANCE

5. ROLL CALL

6. CHANGES TO THE AGENDA

7. PUBLIC COMMENT

The Council welcomes your comments at this time.

If you are attending the meeting in-person
Please submit your comment signup form to the City Recorder before the regular meeting begins at 7:00 p.m. Forms are available on the table next to the Council Chambers door.

If you are attending the meeting via Zoom
Please complete the online comment signup webform by 3:00 p.m. on the day of the meeting.

The Mayor will call on each person when it is their turn to speak for up to three minutes.

8. RESPONSE TO PREVIOUS PUBLIC COMMENTS

9. CONSENT AGENDA

9.1. **City Council Minutes** 89 - 94
City Council - 01 Aug 2022 - Minutes - Pdf

9.2. **Special Service Contract Program - Midterm Report** 95 - 100
Special Service Contract Program - Midterm report - Pdf

10. NEW BUSINESS

10.1. **Comprehensive Plan Scope of Work Amendment** 101 - 109
Comprehensive Plan SOW Amendment - Pdf

10.2. **Contract Amendment No. 2: Wastewater Treatment Plant Engineering Services** 110 - 121
Amendment No. 2 – West Yost Engineering Services for the Sandy WWTP Condition Assessment Improvements Project - Pdf

10.3. **Guaranteed Maximum Price Approval: Wastewater Collection System Rehab Basins 6 & 7** 122 - 151
Guaranteed Maximum Price Proposal from Oxbow Construction for Collection System RDII Basin 6 and 7 - Pdf

10.4. **City Emergency Operations Plan Update** 152 - 516
Emergency Operations Plan - Pdf

11. REPORT FROM THE CITY MANAGER

12. COMMITTEE /COUNCIL REPORTS

13. STAFF UPDATES

13.1. Monthly Reports

14. ADJOURN

15. URBAN RENEWAL BOARD EXECUTIVE SESSION

(separate agenda)

16. CITY COUNCIL EXECUTIVE SESSION

The City Council will meet in executive session pursuant to ORS 192.660(2)(d) and (2)(h)

Staff Report

Meeting Date:	August 15, 2022
From	Shelley Denison, Associate Planner
SUBJECT:	Comprehensive Plan Update: Visioning Outreach

BACKGROUND / CONTEXT:
With assistance from the project consulting team, Planning staff is wrapping up the community engagement efforts for the visioning stage of the Comprehensive Plan. This part of the project included robust public outreach designed to capture the ideas, opinions, and experiences of Sandy community members. The feedback received will be analyzed in order to construct a high-level vision statement. The vision statement will be revealed for the community to respond to on September 28th at Future Fest, a public open house to be held at Wippersnappers. This vision statement will then be used to guide the goals and policy recommendations in the Comprehensive Plan.

This report outlines the types of engagement activities that were utilized during the visioning process as well as the themes pulled from community member input. For a more detailed response-level report, see the exhibits attached to this report.

Survey
A survey ran from March 2022 to August 2022. An online version of the survey was available on the Sandy Speaks website, while paper surveys were available at the library as well as Avamere at Cascadia Village. Survey participants were asked to answer the following questions:

1. Why did you choose to live in Sandy?
2. What makes Sandy special today? What should we strive to preserve or enhance?
3. What about Sandy would you like to change in the future? What can improve?
4. Is there anything else you want to share about the future of Sandy?

The online survey was promoted through the Sandy Source newsletter, social media, community listservs, and direct mailers to all Sandy residents and businesses. Of the 1,400 visitors to the project website, 152 completed the online survey. 7 community members completed paper surveys.

Community Conversations
Community conversations are small-group discussions led by a facilitator in which participants answered the same questions posed in the survey. 13 community conversations were held with a total participant base of over 100 community members. The groups which participated in these conversations were as follows:

- AntFarm Youth Services

- CAC (Community Advisory Committee)
- CAC neighbors *(upcoming)*
- Economic Development Advisory Board
- Library Advisory Board
- Local small-scale developers
- Parks and Trails Advisory Board
- Planning Commission
- Sandy Chamber of Commerce
- Sandy High School students
- Sandy Police Department
- SandyNet Advisory Board
- Spanish-speaking residents

Community Events
Throughout the visioning process, the project team staffed an Envision Sandy 2050 booth at multiple Farmers Markets, the Longest Day Parkway event, and the Sandy Mountain Festival. Tabling at community events provided a unique opportunity to reach many people in one place. Materials for tabling were designed to solicit community comments, create project awareness, drive people to the project website, and describe the opportunities to get involved.

Outreach to Specific Populations
It is considered a best practice in planning to devote time and resources to outreach for populations that have traditionally not been included in planning processes. To reach Sandy's Spanish-speaking community, the project engaged with Nelly Rodriguez, talk show host of the popular Cita con Nelly news media outlet. Outreach to the Latino community was conducted through a grassroots process that leaned on wide-reaching social media posts, informal gatherings at the Vista Apartments, St. Michael's Catholic church, and community members connected to Todos Juntos and Olga Sanchez at the Oregon Trail School District. The project team also connected with Spanish-speakers from NW Family Services who provides services at Vista, as well AntFarm's Nuevo Futuro program. Regular Spanish-language project updates have been posted to Nelly Rodriguez's popular Cita con Nelly Facebook page. During the week of May 16th, the project team held community conversations with multiple Sandy High School classes, including Leadership and Advisory classes. These events engaged over 250 students in group discussions and interactive polling. Students learned about civic engagement, community development, and the City's land use planning system, and shared their ideas for Sandy's future.

Key Themes
While the data is still in the process of being thoroughly analyzed, a set of high-level key themes have been identified:
What makes Sandy special today?
- Nature/Recreation
- Parks/Green space/open space

- Small town feel
- Local businesses
- Friendly Community
- Community Events/Programs
- Community Amenities
- SandyNet
- Smart growth princples
- Beauty and aesthetics
- History
- Safety and low crime
- Family friendly
- Accessibility and walkability
- Schools
- Downtown/Main Street
- Rural feel
- Infrastructure
- Fire and Police response
- Cleanliness
- Inclusivity
- Tourism
- Quiet
- Public art
- SAM transit service
- Housing options and affordability

What about Sandy would you like to see change in the future?

- More community amenities
- Limit growth
- Reduce traffic
- Attract businesses (mainly local/small)
- Update infrastructure
- Address crime and safety issues
- Increase affordability
- More community programs/events
- Improve walkability
- Natural hazard planning/environmentalism
- More Natural space
- Vibrant downtown
- Improve cleanliness/garbage
- Living wage jobs
- Make Sandy a destination
- More parking
- More transportation
- More greenery

- Increase tourism

Next Steps
The consulting team will undertake a complete analysis of all of the data in order to construct a vision statement. After the statement is revealed to the public for input at Future Fest, it will be refined and then brought to City Council at a fall meeting.

LIST OF ATTACHMENTS/EXHIBITS:
Attachment 1: Survey responses
Attachment 2: Community event responses
Attachment 3: Community conversation responses

Why did you chose to live in Sandy?	What makes Sandy special today? What should we strive to preserve or enhance?)	What about Sandy would you like to change in the future? What can improve?)	Is there anything else you want to share about the future of Sandy?
The small town feel, the rural atmosphere and the the ability to live in the country but only minutes from town	Sandy is special because its small. It has a boutique, little Sisters type feel that should be preserved. A bypass would not only hurt the small businesses that rely on the business that tourists and commuters provide but it would RUIN the essence of Sandy as well as force many long time residents out who will not stand to live on their property that was once a beautiful, tranquil place once there is a busy bypass in their front yard. Sandy would become a smaller version of Portland and loose the identity that it's residents value.	I enjoy Sandy how it is now. I moved to Sandy recently for what it is. I did not move there to live in a city or have a bypass in my front yard. There's a fine balance with growing Sandy and not loosing it's identity.	The city's money should stay within Sandy and enrich the lives of the people who call it home. The bypass would negatively impact the resident's who's land is in it's path, the businesses that are avoided because of it and for what? An average savings of a few minutes commute. It is not worth the impact it will have on people's lives. The money should be going to help schools, businesses, original infrastructure such as road repairs not spending $1billion tax payer dollars to benefit people who don't even live in Sandy
My family and I chose to live in Sandy because I was offered employment in Sandy. Otherwise, we most likely would not have chosen to settle down in Sandy.	My list: 1) Tickle Creek Trail, Meinig Park, and Fantasy Forest; 2) Mt. Hood Athletic Club; 3) Tollgate Inn bakery; 4) The ease of walking around town and the existing density; 5) Proximity to the Salmon River, Mt. Hood, and hiking; 6) Proximity to Portland and the Gorge.	My list: 1) Install more trails and parks, especially newer park amenities like pump tracks, natural playgrounds, and a new skatepark; 2) Plant more street trees in older neighborhoods (i.e., enforce replacement); 3) Install sidewalks in sections that are missing or deteriorated; 4) Slow traffic on HWY 26; 5) Work with OTSD to have newer elementary school options as Sandy Elementary and Firwood Elementary are in very bad shape; 6) Turn Pleasant Street into a vibrant downtown walking, shopping, and eating/drinking destination.	I really hope the City can pass a bond for a new aquatic center and upgrades to existing parks. I also hope that OTSD can pass a bond for some new or remodeled elementary schools. The children and parents in our community deserve better!
To leave Multnomah County	not a big City and lower crime	a Highway bypass around the City	Add more and protection for Parks and Trails and Waterways
Quieter than Portland (where we moved from). Affordable larger lot size for our house. Closer to outdoor recreation that we enjoy.	I'm still learning and exploring Sandy after 1.5years living here so I can't fairly say. We do appreciate the trails that are in place.	The downtown 'walkability' and infrastructure for local shops and eateries and goods. Keeping the 'small town' vibe but enhancing the quality and attractiveness for small biz owners.	

It what I could afford	Small town feel	I can't understand why some streets in Sandy are so narrow. New neighborhoods are designed with narrow streets. Is this to give the developers more room for houses?	If Sandy wants to boast that they are not like Portland, why is the food court named Sandlandia. Sounds a lot like Portlandia.
Easy access to recreation areas. Smaller town far enough away from Portland, but not too far.	Access to recreation areas. Controlled growth, not too fast (like it's been). Move away from the main road (traffic). Build up a side street to have outdoor eclectic dining experiences (outdoor, too). I recently visited Bend and there were so many places to choose from.	Need more opportunities for kids/teens. Need a community center (even if it doesn't include a pool). Covered areas with all the rain. Low cost things to do for people after school/work.	Need to have a Mayor that actually cares about the City v. using it as a platform and stepping stone.
At the time, it was affordable and had a safe, small town feel while being close to a major city.	Walking trails, community events, liberal community values.	Traffic on the main road has gotten out of hand. More crime reported recently. Also adding more sidewalks down streets to new subdivisions (ie 211). I would also like to see at least one more liquor store option and a dispensary. A Trader Joes and Target would not be unwelcome either.	I love this town, but think if we are going to continue to grow we need more stores, more sidewalks, and better traffic solutions.
Husband grew up in Sandy.	Sandy is a small town.	Rampant development and increasing traffic is impacting our quality of life.	High wage jobs need to be available in Sandy to avoid being a bedroom community with loss of community engagement and identity.

It had a good feel	Kindness and helping your neighbor, accepting others opinions	High density has changed the traffic. I am scared to turn left onto Bluff Road from Nettie Connett Drive. There is going to be a fatality. You cannot see traffic coming up the hill . I went to a meeting at City Hall before the huge apartment complex was built on Sandy Heights. It was already a done deal. Traffic at times is really heavy. I wait sometimes forever making a left turn onto Hwy 26. as well. My street Nettie Connett Drive use to be a dead end- I went to a meeting at City Hall before Nettie Connett went through and it was Re- zoned High density. It was already a done deal. People speed by on the street around the curves and down the hill.Most are renters and don't care….drop trash everywhere….. and other issues(people burn when they want and set off fireworks year round. People are not as kind , there is not the neighborly feeling it use to have and drivers are crazy and will just make a upturn right in front of you- quick to honk……	I hope there is less high density areas
Grow up here. 3rd generation	Natural beauty. Gateway to mt hood	The highway running throw the middle.	Sandy could be a cute town. The traffic ruins it. More Artisan shops and less chain stores.
Small town, grew up here.	Mountain days, community events		
Many years ago Sandy was a wonderful small community and a great place to raise children.	Nothing makes Sandy special any more. Too many housing developments have increased traffic and crime.	Update Zoning to allow for 1/2 acre or 1 acre lots. This will bring higher end homes to the area and less lower income, higher density housing. A small town can not take too many houses as the infrastructure has not been updated when it should have been. The bypass should have done years ago so it would go from one end of the business district to the other and be able to feed both ends. Think Redmond. They did it right.	No, because I'm probably leaving Sandy. It's not peaceful any more

I live just outside Sandy. We chose to raise our children where there was still plenty of outdoor activities available. We wanted to be just outside of Sandy because it was a small town with a lot to offer. The location of Sandy was also a draw (mountain, gorge, Portland)	The small town has a lot to offer. SAM was a draw when we moved, especially that it was free. I signaled a vital town with the right priorities. SAM must remain. Sandy Mountain Festival is wonderful, the high school is beautiful. It is a very safe town. I feel safe at the park and walking around town. That safe, small town, easy to get around by bus or foot must be preserved and enhanced.	Walkability should be improved. Availability of teen activities, whether that is disc golf in the park, enhanced skate park, a bike park, a better pizza parlor, an ice rink, a climbing facility....	The housing is typically very small lots with homes that don't seem to be built to last. I would create some more livable space with larger lots and mixed used housing sprinkled in. I would also love to see the culture that is here (outdoor, athletic, adventurer) embraced in more available opportunities.
The mountain life	The mountain life.	Traffic	
Close to ski resorts, new high school, trees, affordability, small town feel but with restaurants & walkability, parks	Preserve parks, views of Mt. Hood, no homeless on the streets or in the parks	A skatepark that can be skated and isn't dangerous terrain. An overbridge over hwy 26 connecting north and south sides of town.	A destination skatepark that would be cutting edge and highlight our community with fish, art, and outdoor promotion & walkability.
Born and raised	The true Oregonians make it special. Gentrification is destroying our uniqueness	Too many “cookie cutter” housing developments that attract Californians and other outsider influences. Sandy should restrict development and embrace rural life.	Trendy hipster traffic is polluting the 26 through Sandy making it virtually impossible for residents to get around and navigate through town. Please Abolish “Cartlandia” this hurts local established businesses.
My parents moved me here in the 90s.	The now mostly erased historical buildings with iconic western architecture, and the now mostly gone “small town” community feel.	I would love to lessen traffic through town, improve our aging school buildings, and bring businesses to the downtown that people actually want to visit that aren’t head shops or bars.	Less people, less traffic.
Good deal on new house	Nothing comes to mind	Better restaurants, more art shops, more ambiance.	

When I came to Sandy it was the small-town feel (Community). There was a pool open for my children to swim, parks, and trails. IT was close to the Mountain and my work in Gresham. Great schools at the time.	Well a lot of the reasons that I moved here are no longer intact or available, no public pool, schools are a mess and the City is crowded and the cost to live here is much increased. IT is better than other places but the streets and planning have not kept up. Lots of can-kicking from the wastewater issue to the domestic water and the transportation. We ney indeed to work to preserve the community's feelings and I would say we need to move on the pool and the purchase of Cedar Ridge school property. These facilities could have been used but they have been very underutilized. For example, the City has opened the school for a Daycare Center operated via contract and keep the property being used.	Let's build and fund a public water facility including the ill-maintained pool. Yes, this will take money but investment in the community. Not everyone can or wants to use the Athletic Club pool and maybe a City or third-party operated pool would give them some competition, they have very few open hours for family swims and can not serve the entire community. The Baily Meadows sub-division - The Developer should have had built the road, we must be better the City dropped the ball in not being prepared. This cost the tax papers money that truly benefited the developer. The existing development should never be allowed without another access or egress point. That was very obvious during the Wild Land Fire scare.	See above
Close to nature, clean and safe, cheap.	The parks.	The level of tolerance/apathy towards hate and lack of public safety. The whole past few years with the proud boys/flag waves, no mask enforcement in businesses, the anti-lgbtq church rally looking things in the middle of town, and now what happened with SHS basketball team saying racial slurs..?! I thought this town was cute and leaned a little conservative, but now we're thinking about leaving because there is just a level of tolerance from higher ups (school admin, school district leaders, mayor, etc.) to this type of stuff that I don't want my son raised in.	I'd love to see this town get educated on lgbtq suicide rates, what blm really means and how the "blue lives matter" flag looks dumb in our police station, and the red one at the fire station. Also, a mayor who doesn't tolerate this kind of stuff would be great. It's hard to be a part of a community that is pretty much not accepting anyone who doesn't fit into its bigoted box.
My family lives here and I was able to find affordable housing - well...that was 6 years ago. I doubt if I could find affordable housing now.	the parks and I feel safe walking in my neighborhood and in the city parks	Fix the pool!! Invest in the community so we can have a place like the East Portland Community Center on SE 106th in Portland.	My neighborhood has a Walk Score of 23 out of 100. This city is a Car-Dependent city so almost all errands require a car. This needs to change.

I'm a divorced single mom whose parents live in Rhododendron. After my marriage fell apart, I moved home. After 2 years of working hard and scraping together a down payment for a house, Sandy seemed like a logical choice. So mainly location.	The Tickle Creek Trail. Meinig Park. My neighbors.	My house is on a street that encircles a little park. It's one of the reasons I bought it in the first place. On my drive home from work last summer I noticed a transient camped out at the park. The Sandy Police stopped by, so I felt like the situation was resolved. But after supper, she was still there, complete with her blinged out shopping cart with a duct-taped on extra wheel in front. I walked up the sidewalk prepared to tell her to move out, just in time to see her shoot up IV something or other. It was disturbing to say the least. I told her to leave and that I was going to stand there until she did. The Sandy Police came back by after she left. They said it was the fifth call about her that they'd gotten about her that day. They were not allowed to arrest her. And…. I am a registered nurse. I managed the Fresenius Dialysis Clinic for 4 years…. Transients live in the woods behind the clinic, do drugs under the shelter of our clinic, mark it up with graffiti, leave garbage everywhere…. Smash our signage…. I know the current laws are lenient, but it makes me want to move away.	I really wish the swimming pool would reopen. There needs to be more family/kid friendly things to do.
Good school district, friendly people, family lives here.	Great schools, neighbors caring for each other.	More community programs, improvement on infrastructure to decrease traffic.	Try to keep the small town feel as much as possible.
Get away from homeless, less high density housing	Don't allow more apartments and keep the homeless out!!!	Better side walk system, more bike friendly, less homeless.	The park behind the old middle school needs to be visible and anything new that is done should be done too keep teenagers from making it a trash pit and to clear the homeless out of the woods.
Smaller community, outdoor activities, could purchase land, focus on kids.	Community involvement	Better schools, limit developments,, bring the community back together (it feels very divided), community pool, homeless issue and crime	Keep Sandy a smaller community

Relocated family for work and better schooling for our children.	Small city providing big city transportation. Work on infrastructure and bypass for less traffic for residents.	Flow of traffic. Bypass is needed. We could benefit from a community center available for Sandy residents through parks and recreation to offer swimming, workout facilities and fun activities for all ages. This could be offered for lower costs and would attract a larger user base. It would help our community to be healthier and come together to make a better future for all.	We need to support our law enforcement officers and all of our first responders. We need more officers to protect our rapidly growing community and neighborhoods. The ratio of police to population needs to reflect our needs as we grow. Our call loads for officers is very high.
Home price, close to Mt. hood	Beautiful natural surroundings, vacation retreat town, historic importance, small-town quiet	Crime, clean up and improve main street along Hwy. 26,	It has so much potential because of it's location but needs thoughtful and careful development and leadership.
Close to Gresham but allowed for ISDA funded loan. We thought schools and community would be good. My husband's grandparents lived and worked here.	N/A	Open the pool. More inclusiveness. More activities for families with older kids.	
Small town feel	Downtown is walkable. Many trails and parks. The small town feel is important to preserve as well as maintain infrastructure to support a growing community.	Wildfire and other natural disaster plans and prevention. Our natural world is going to be an integral part of our continued viability.	Transparency is important when making large changes. We are a small town that links between the large cities and the recreation on Mt. Hood. I think that we can become a modern small town and still provide a great stopping place during the multiple recreational seasons we experience.
We purchased a home in Sandy to get out of Gresham and because the home was affordable.	The mountain culture		
My wife grew up here and it offers nearly everything we want	The city's relationship to the mountain and Oregon history. SandyNet	Traffic. Utilizing vacant lots downtown. More community events	I love the city and look forward to raising a family here. I don't want Sandy to lose it's charm, but I equally want to see progressively evolve
Small, clean, safe, family friendly, no homeless, not a strip mall community	Not much! It is time to make Sandy a small safe village again. Stop trying to be an extension of PDX or Portland. We need to take a suburban village type "ommunity.	Grt rid of homeless and make it a walking safe town. We need the whole city connected by beautiful trails.	We will only hurt dandy by adding more strip malls and apartments. Please make sandy safe to walk in again

Sandy is the connection between metro Portland and Mt Hood. I love the proximity to both urban and outdoor adventures.	Sandy is positioned in such a great location to take advantage of outdoor activities. I'd love to see natural space integrated with new development and creating an environment that inspires people to get outside in their daily routine.	In addition to a system of trails and bike paths, I would love to see a revitalized downtown that is attractive to pedestrians and families (restaurants, cafes, boutiques, parks). Also would like a grocery store (like Trader Joe's or Market of Choice) on the east end of town.	I would like to see a growth plan that has the intention of inventing Sandy as a destination rather than a travel pit-stop or bedroom community.
We moved to Sandy in 1999 loving the small towns feeling.	Unfortunately so much has been lost. There is not the small tight knit community feel there once was. We should try to keep outdoor space available and keep our little town clean.	Traffic needs to be addressed and there are far to many apartment complexes going in.	I would love to see growth slowed down.
I didn't choose, I've lived here since I was a kid.	The trees and nature surrounding Sandy. It would be like every other town without that. That and the historic buildings. Instead of tearing them down, they should be fixed up.	It would be great if we could stop with the housing developments. We're going to turn into Gresham if we keep going at this rate. The cost of houses and rent here needs to be controlled somehow. Long time Sandy residents can't even afford to live here anymore. It would be great if the community center got some improvements as-well.	Please find a way for unincorporated Sandy to add their votes to what happens with the city. There's been plans of that bypass, which would directly concern me and my family in a very negative way, and since we're just outside city limits we cannot even vote on it. Its infuriating. I am 100% against the current plans for the bypass.
Housing prices	Nothing comes to mind	Unique restaurants, shops, infrastructure in downtown. Make a Sandy a place to stop and visit before heading in to Portland or over the mountain.	Not at this time.
It WAS a small progressive town which we were attracted to	Sandy Style makes it more charming and should continue to be implemented	Less traffic through downtown. Speeders being stopped and ticketed. Rules to limit trucks using engine brakes. It's extremely loud all through the night.	
Schools and smaller town	The community events and small businesses	Definitely need infrastructure improvements, in our sewer systems, roads and working on our schools.	With all the developments happening in our town the developers need to be putting the work into the infrastructure in our city.

Rural beauty, proximity to Mt. Hood and National Forest and only 20 minutes from work.	Sandy Library, events in Meinig, small town friendliness, a really nice high school building, local entertainment and the 'country/rural' feel.	Find ways to funnel traffic to bypass downtown, at least to some degree. On Sunday afternoons the traffic is backed up to The Tire Guy. How about a bypass from 211 to Shorty's Corner?...just spitballing. The traffic light at the library needs rethinking. Bell street to 362nd is a good start on relieving the mess on Bluff and it could open up new areas for development of business and homes.	Yes, please put infrastructure before development. Sewer, water and road first please.
We could afford to purchase a new home.	Safety	We would benefit from a community recreation facility, complete with pool and other services	
Better commute to jobs. Used to live in Vancouver and the 205 bridge was too much when it came to the commute.	Small town, unique characteristics. Quiet, yet has a good amount of large town necessities when it comes to food, shopping, etc.	Better traffic flow when it comes to stoplights. A possible bypass, however I have much bigger concerns with Gresham. Would be amazing to have a bypass from somewhere between Sandy and Gresham directly to 84.	Other than the quick and high rise in the cost of city utilities (sewer bill), we really like living in Sandy. Sandy Net is awesome! Was a positive when choosing to move to Sandy. Need better and more timely repairs of potholes and streets. The intersection of Meining and Pioneer (across from the backside of Ace hardware) needs major attention. Actually, that entire little stretch of Meining needs to be repaved.
I like how it is well kept and quiet	Being clean and quiet	No more vagrants in the parks, more police to crack down on thieves.	We live close to Portland and really need police to patrol for suspicious nighttime activity to deter crime.
I was a kid when we moved here in 1979 so it was not my choice.	What makes sandy so special is the way over building of homes, the lack of any infrastructure planning, the out of control taxes and constant increases in utilities approved by the city council.	A moratorium on new homes and land annexation until the infrastructure can sustain the current level we are at.	Stop trying to move hiway 26. Stop building homes right on top of each other and give people space so we can go back to that small town feel.
I love the small town vibe, and it's also very close to family.	The community; I feel people are friendly, and most seem to have a common goal to make Sandy a livable city where there's a nice balance of services, culture, fun & creative activities, and recreation.	To have controlled growth, with planning and input on housing and infrastructure, parks, and more.	I would still like to explore the feasibility of an aquatic and/or Community center. Also, Where do we stand on a developing a Bypass highway?

Small town. Grew up near by. Not a big city. Internet	Nothing.	No more building. Stop approving new homes. We are going g to out grow our town, schools will be over run by new kids in the area.. our streets are packed. Let stuff just grow, natural and wait a couple years for new home to cach up...	Vote the mayor out. Too many people. Not enough space.
I love the small town feel. 45 min to Portland or the mountain. An easy walk to various businesses along the highway, but far enough away to be near the Tickle Creek trail, live in a home where I can't hear the highway, and lots of great neighbors. However, that small town feeling is starting to disappear. If Sandy continues to grow too much I will move to Boring, Damascus, or Welches.	Community. I'd love to see the downtown area revitalized and separated from the main highway by a few blocks. Better restaurants and more access for businesses without the huge barrier of "Sandy Style". I go into other towns for restaurants because I am not thrilled about our options. I also would love to see more cute boutique stores in a quieter downtown area.	Better rideshare or taxi options. More trails and natural spaces for people to enjoy. Perhaps the Springwater trail could be expanded into Sandy to bring more visitors. A sidewalk along 211 between highway 26 and the new housing developments.	I moved to Sandy in 2015. I bought a home in 2019. I love Sandy and it feels like home to me. I hope we can maintain the small town feel. A separation of the downtown and highway would be huge.
To get out of Portland.	Small town.	I would like to put an end to the truckers who use their loud exhaust breaks early in the morning on HWY 26 driving into the east end of town.	Nope
This is where we work and housing was affordable.	Let's preserve our parks and trails. We need to improve our access to safe and secure walking/biking/running routes through town.	Our grade school building is old and should be a historical site, not a functioning school. Our children deserve and need much better places of learning.	I wish we could expand our city boundaries to reflect our actual footprint.
Close to nature without being too far from urban amenities; Affordability of >1ac residential properties.	Small town feel near the big city; Access to high-quality local businesses & restaurants; Excitement of being the "Gateway" and last-stop on the way to the mountain and wilderness; Public events like parades, festivals, fireworks; Clean and well-kept downtown and public facilities; Police department support / accommodation of racial justice demonstrations.	More youth activities and opportunities; More cooperation between the City and diverse faith communities to build networks of civic engagement and support for vulnerable populations.	HWY 26 is the HEART of Sandy! Please don't move it from the center of our city.

Outdoor recreation	Great park system that needs maintenance and camping enforcement. Potentially look into publicly funding shelters for homeless sleeping in restricted areas.	The development of the southern portion of meinig park. Paved trails and provide a staircase in the southwest portion of the park. Trash cans in this area to help reduce litter. The expansion of the tickle creek trail to the west. This is a great resource for individuals to enjoy and is situated geographically that allows many to enjoy.	Keep a focus on shared public space. We have a fair amount of large residential development that doesn't necessarily foster the making a great community. Make sure public spaces are developed with the intent to create a beautiful place to live.
Proximity to river and mt hood	Outdoor recreation opportunities and the quality of the enviroment.	Figure out better place to dump treated wastewater than the river, and figure out how to get a 26 bypass around downtown	Growth needs to be managed to preserve environment and quality of life
Peaceful, family, outdoors, out of Portland, close to the mountain & rivers	Nature and homeowners. Make downtown Sandy a destination town	Downtown Sandy and more single family homes	No apartments
I wanted a small town feel but close enough to the city. I liked the home prices as well.	I think the beauty as you enter Sandy is amazing! You see the trees and feel a sense of peace. I think keeping a small town feel without sacrificing growth. If that's possible.	Infrastructure. The roads are crazy. I wish there was an alternate route for the people heading up the mountain. Or for us residential people to navigate the roads. I think we need more poultice to actively watch for speeding through the town. More options for healthy food options.	None
Less crime (I thought), slower town life	The small town quality of Sandy makes it special. If homeless people & a lot of low income housing is added, it will become just like Portland	More police to control traffic & thieves prowling neighborhoods	School boards should listen to parents
Close to gresham, but close to mt hood and out of city	Preserve rural small town feel. Stop rampant cookie cutter neighborhood sprawl like Happy Valley	Halt endless neighborhood sprawl. Create highway 26 bypass	Do not let us become another Happy Valley of endless sprawl. Retain valuable nursery land
I work for the Forest Service at the Mt. Hood National Forest Headquarters in Sandy.	Sandy has the feeling of a nice small town feel while still having all the big town amenities.	I would like to see more street lights, especially at intersections. There also could be either more parking or more clear places to park for the trails and parks other than Meinig Memorial Park. I would also like to see better wildfire prevention and preparedness. Last year, the mayor didn't even ban fireworks for July 4th despite it being one of our driest years on record. That is unacceptable.	I've only been living here for about 3 years so I'm not sure if it was a thing before Covid, but Sandy should have some sort of town festivals. With its location being the last major town before entering the forest, it would be a great place to have festivals that would attract more tourism.

We live outside of Sandy and purchased a property with acreage.	I appreciate the small town feel of Sandy but would love to see more diversity and promotion of activities or ideas that aren't solely conservative.	Sandy is clearly a conservative town. I'm more of a moderate and agree with some conservative & liberal ideas. It would be nice to see support for all ideas of thought. Also, more art/culture and activities for families or kids to be involved with. I've heard a lot of talk about the former pool so it would be great to see that open again.	Sandy is a great small town with a lot of potential. Perhaps engaging with some of the younger residents and being open to some new visions/ideas of how to change in the future. It's clear a lot of long-term residents are resistant to change but change is almost always necessary.
20+ years ago it was affordability and feeling like we were living closer to the country and being closer to the mountain	still feels like a quiet neighborhood, the walking trails and green space are great	decrease the traffic, improve the fast food, loving the food carts but trying to bring in a Panera would be nice, downtown shops that stay open past 6-7pm	keep it green, don't over develop with too many neighborhoods, invest in the downtown area,
I grew up in Sandy, but decided to move back to the area becasue sandy is very central to all the activities that I love to do, and the place where I found my dream job. There is endless access to the outdoors in every direction and a great place to live you like to ski/snowboard, kayak, mt. bike, ect	I think business like Next Adventure, Joes Donuts, Thai Home, Mt. Mocha and Ace Hardware do a great job of embodying the best of what Sandy has to offer. All those shops are friendly, have a small town vibe, but provide a ton of value to the community. The public transit is great for my employees, and I applicate the tram look! While it can be difficult at times ;) in end I appreciate the city's dedication to hold all businesses to high standards and bighting the town up. Lastly I appreciate the tickle creek trail!	Sandy has a ton of room for growth and I am excited to see the town in 2050! Sandy needs to focus more on it's parks and recreation areas. There are tons of small community's like Estacada, Prineville, and Redmond that have top of the line skate parks, disc golf courses, Mountain Bike Trails, Nature Trails, and new playgrounds, yet have a fraction of the resources and tax dollars as Sandy. People like our Mayor are too focus on hot button politics, instead of finding ways for everyone that they represent to enjoy Sandy. I would love to see Sandy build a new skate park (dream land is a great company to work with), put in local mountain bike trails, expand on the tickle creek trail, put in a disc golf course, and in general increase the fun meter.	.
Housing was cheapish when we bought and town was still small	Nothing is special now. It had a small town feel, now it is growing to fast and wants to be a small Portland	Bigger lots for houses more single family homes less multifamily zoning more community areas(gardens, playgrounds, farmer markets) more local own stores	Stop trying to pile people into the town when the infrastructure can't handle it at all

It's far better then Portland, and the job economy in Welches sucks.	It's less liberal then Portland. Our mayor isn't crap. We should keep the trails we have, we need to have a better utilities if we're going to keep growing, probably wouldn't hurt to have a bypass highway instead of funneling all traffic going up the mountain through downtown Sandy. The murals should be preserved, but we should keep the old ones, don't need new ones. Keep the veteran's memorial. Meinig Park needs better security at night, and the wooden playstructure needs to be preserved for 2050.	More gun shops. A shooting range would be nice. A craftsman guild would be pretty epic. Having our pool reopened would be nice. A place to rollerblade would be nice, like the old Skateworld.	
Safety, small town feel, clean public spaces	Sense of community	Slow down growth, address increasing homeless population	Keep it a small town, keep safety a priority
We found our dream property here	Tight knit community, cute and clean downtown area. Overall the city is clean and safe.	Continue to revive the downtown area with local businesses. Several of the elementary schools as well as Boring Middle need work or expansion to keep up with the growing population.	
I bought a house with property that was in my price range	The walking trails, I like the garbage collection company, I like SandyNet prices and service	Better food restaurants, higher quality, and more diverse. Sushi, better pizza, a cafe with better food, like Mountain Mocha (keep that place)	I would like to see wider roads, more grocery stores, more infrastructure for the incoming citizens
To be centrally located to the schools, eventually high school for my children, my husband's work in Zigzag and the Mountain.	The history of Sandy makes it special and the location to the mountain.	There needs to be better places for families to eat, drink and enjoy themselves. Specifically place with outdoor dining and fire pits. We need more local business in Sandy to create a more walk able/downtown feel.	It's concerns me that Sandy is developing and building neighborhoods so quickly. If the town grows too fast it could have damaging effects on the charm. And, the schools are at max capacity with kids.
Small quaint city outside of portland area crime and values.	Different values from portland. Keep portland out of sandy.	More shopping options.	
I have lived in Sandy since before there were stores.	The city needs to be preserved and or enhanced as a mountain community.	I hate the food court. I makes the city look trashy and big city slumy. It needs to be changed or rebuilt like the new one in Troutdale.	I live in the neighborhood above Shorty's Corner. It is 2022. We still have no TV and no internet. This is not a terrible neighborhood, but it's a deal breaker. I am considering moving somewhere else because of it. It's just inexcusable.
Small town feel, good schools, less crowded, safer than Portland.	Low density neighborhoods, parks and green spaces.	Reopen the pool, more police to help curb the rise in crime	Don't let Sandy become the next Gresham or Happy Valley. Keep us small.

Close to the ski resort	Sandy has really gone down hill. Instead of just focusing on upcoming elections we need to be focusing on our infrastructure. We already cannot support the community, how is building hundreds of new homes going to help?	We need someone in office that is concerned with sandy and not their political career	
Small town. Get away from the big city	Sandy needs to grow infrastructure to support the growing housing developments	Buy and demolish unsightly buildings. Create a cover over the area to host the friday market. Add additional parking here. Demo the big apple store. Host saturday markets, farmers markets and other events here in this new covered area year long. Buy and demolish the areas northwest of tollgate, the apartments and unsightly homes. Build an outdoor walking shopping center here with shops and restaurants. Reface all businesses so they have a mountain type of aesthetic. Similar to the revitalization leavenworth washington did decades ago. Add a roundabout at 211 and dubarko and 211 and bornstadt. The large landscaped ones you see in sunriver. Remove barriers preventing neighborhoods from accessing arletha ct and add a roundabout here at 211 to slow traffic. The roundabouts can look nice, keep traffic flowing and slow traffic down as it speeds down 211. More and more neighborhoods are being built along 211 and it's time to classify it as a road rather than a highway to accommodate these neighborhoods. Sandy would benefit greatly from a homedepot or lowes, a costco, and more upscale dining.	Sandy could have a very bright future. Treat it not only as the gateway to the mountain and capturing that revenue from travelers stopping to shop and dine but also as a destination town. Remove unsightly buildings and reface existing ones to create a pleasing mountain town.

Wanted out of multnomah county and portland. We liked the size of Sandy and proximity to amenities.	please preserve the "small town" feel.	Traffic through town is rough sometimes.	
My parents moved here in 1969. Went to school here.	This could be tricky. I think Sandy is special because it still has that small town feel but is starting to go through some growing pains. We should strive to try and keep the home town feel but enhance the esthetics so it resembles a Hallmark Movie town. Charm it up!	Solid street side boutiques and shops on both sides of Sandy. Themed to they're own type of business but also staying with the western theme. Cobblestone crosswalks with the blinking lights and chirp sound for safer pedestrian crossings. Artwork displayed through the town. More plantings/ pots for more street appeal. This next idea is very exciting and that is to have an open air faux ice skating rink with a view of the mountain, food carts around for popcorn, hot chocolate for the kiddos, coffee, music playing, outdoor string lights, A tree for an annual Christmas tree lighting ceremony, have Santa and kiddo photos taken. Move the food carts off the main drag cars block the flow of traffic. Better Christmas decor through the town.	Sandy is the perfect town to turn into the perfect family orientated, lots of boutique shops and foodie place!
Wanted a more rural feeling property, be reasonably close to Portland, and be reasonably close to Mt Hood.	Small town feel and the rural feeling areas close by. Limiting the sprawl into farmland, wooded areas, and open space surrounding the town is important to me.	Would like to see more outdoor hiking/running trails and dog-friendly park areas in and near town.	Would like to see efforts to improve traffic flow _through_ town and not _around_ town. I don't think a bypass is the answer and just promotes sprawl. Re-think the bottle-necked areas on 26 from Bluff and eastward as well as the strip of businesses between the two one-ways.
better slower place to live and better school for our son	it's slower and the people are kind and the schools are amazing . Keep it as small as you can .	not a thing older the better , you don't realize what your doing to this small wonderful place to live and raise a family .	please really think about not trying to make this place the next big town . your being very foolish . its not the best idea . and if I went to your meetings I would say the same thing . the reason I don't go is because you Really Don't' care what I say . you are going to do what ever you want its all about MONEY .

It seemed like a unique town with personality that offered good access to Portland and Mt Hood.	Sandy has potential, that's what makes it special. I think Sandy wants to become a destination town, where someone outside might have a reason to visit, but it seems to be falling into the generic bedroom community model so many other cities have chosen.	I want to see Sandy become that quirky, unique destination location. A town that's actually on the map, where people want to make a standalone trip to. Think Bend, Hood River, etc. Things to do, places to stay, art/shows to see, local business shopping, quality restaurants and nightlife that actually draw people from outside of town...as opposed to the passthrough town Sandy sadly is. In reality, people come to Sandy on their way to something, and they only stop out of necessity. We've got gas stations, grocery stores, fast food, places that sell forest/snow passes...and that's really it. People pass by, stop for one of those things, then continue on. We could, however, be a town that offers a "basecamp" to the mountain, where people actually stop and stay. If we want that, we need attractive things, and we need an attractive appearance. Let's start with appearances, vibe, etc. Right now we have a downtown strip with 100 crosswalk ramps, but hardly any crosswalks. Literally ramps out into traffic. We have sidewalks, sometimes. Walking around the neighborhoods you might have a sidewalk on your side of the street, and it might suddenly end. Or cars might be parked on it, making you walk around into the street. Or giant poles and mail boxes might block the way. I can think of a couple stretches of roadway that routinely have dog poop scattered across the sidewalk and street.	I WANT Sandy to be a nice place. I wanted to raise my kids here. Truth be told, Sandy's a run down bedroom community with traffic problems looking for more revenue by adding fields of suburbs. That's not the Sandy I thought I was moving to. That's not a place I'm proud of, but's not too late. We can change the future of this town. We have what it takes to be a Bend or Hood River. This survey gives me a little hope, but I fear we're just gonna get stuck with that "Pioneer Glory" that seems to be all around us.
Born and raised here. Was rural and quiet, nice place to grow up	Still love it be a lot more concerns than years ago	Crime and traffic	We need to get control of the crime, homeless and traffic. Stop building homes.

My husband and I moved to Sandy because we loved the community and people here, close to outdoor activities on Mt Hood, and its school district.	Downtown has great small businesses and restaurants. Parks, including dog parks, and trails like Tickle Creek are some of my favorite places. I love the historical museum and street art in town too.	We are currently renting and would love to buy an affordable home in Sandy. These are difficult economic times, but we would like to see single family homes built that are modestly sized and priced, with yards. We do not want a townhouse and cannot afford the luxury homes in the new housing developments. I hope the town council can look to approve housing contractors that meet these needs.	I would love to see more festivals and events held by the town. I think there are many people in the community and visitors from other areas that would attend. I also think there should be more classes and workshops held by the recreational department, like trail guides and yoga classes.
Close to the mountain and small town feel (for now)	The small town feel. We need to keep that and stay away from being a part of METRO!!	We need to make Sandy a destination place and not a pass thru with gas and fast food . Our food selection is horrible here .	I was born and raise in Portland and always loved Sandy when going Skiing and snowboarding . We need to make this a destination town/ski town without being part of metro and their politics . We also need to invest into our parks . I was up in Vancouver the other day at Dakota dog park and skate park . Wow what an amazing park . Our dog parks are really sad for a town our size . The skatepark is dangerous and rough . And what about the pool? My kid needs to learn to swim!

I have lived in this area my entire life, which I am now 40. I choose to live here for various reasons. 1. It is an easy work commute to the actual Portland Metro area when many industries and vast amounts of jobs exist. 2. Low population (or used to be). Sandy has a low population, which I find I like. This brings a more sense of community the people can experience in large cities. As more housing developments come in and residential population increases, this sense of community dissipates. 3. It is a beautiful area that is not completely riddled with row homes and minimal.	Sandy is the Gateway to Mt. Hood. The natural beauty of Sandy, makes it special. Being a smaller town next to a large metro area one can also escape the hustle of a large city can bring.	I think overall Sandy should maintain the small quaint town it currently is or was 20 years ago and limit any future developments planned. There is nothing special about taking a beautiful minimally developed community and and riddling it with thousands of houses and developments to line the pockets of a few individuals. Example: The Happy Valley area 30 years ago was a amazing community full of trees and green valleys. Now Happy Valley hills are full of cars and hills of row houses. If Sandy residents do not change directions of the trajectory and limit developments, our area will lose what makes Sandy special and will become like Happy Valley. Sandy should focus on being the last stop before people head to Mt . Hood and conserve the natural beauty. Commerce in Sandy should primarily be focused catering to tourist passing by.	If land developers keep building in Sandy, the town itself will just be an extension of Portland. I myself will move out of the area if the towns population keeps growing and what currently is happening is not what I want.
Born and raised here	The parks and local businesses	Parks and roads near them. Making them safer for everyone	
To be a part of the Oregon Trail School District and wanting to be away from Portland in more of a small town community based area.	The sense of community and having somewhere that our kids can grow without fear. Keeping Sandy safe, one of the perks of living here is the absence of homeless camps and crime like Portland is rampant with.	Less empty store fronts along 26. More entertainment options for families.	I am excited to see Sandy grow but don't want to lose the feel of our town. More nature trails and maybe even a dog park. I am hoping that it's a place that my children will be proud of coming home too once they are out in the world.
It's away from the city. It was small but that's changed. Nice community. Safe, rural.	It's no longer small, all the trees that make the place rural are being cut down to make more and more houses. Overcrowded. City problems like crime, homelessness, etc have increased 10 fold. It's no longer a safe place to bike because of traffic. The Sandy pool was shut down which is incredibly reckless. The senior center is great along with public transport.	Same as above. Cap the overcrowding, increase police as we've now become a suburb instead of a small town so city problems are evident. Pedestrian and bike safety. Bring back the pool!	This was once a nice little town but it's no longer. Small, rural town. Dubarko is just as busy as 26. Theres no help getting people to slow down or diverting traffic from that road. It's so dangerous now. Hopefully we can turn Sandy around before it becomes another east county disaster

I was born and raised in Welches and went to SHS....love the area and people	I love the outdoor feel and would love to see more trials or improved outdoor spaces.	I would love to somehow have less cross streets throughout the downtown area and open up walking traffic. The city of Caldwell Idaho changed the downtown and its is amazing. Anyway we can create something similar?	Please try and stay away from the drama of big politics that Portland seems to have. Maintain a common sense approach to solving problems by working together.
I grew up in Gresham in the 70's and '80s, then left to go to college, etc. When I returned to Gresham for work in 1996 it was not the Gresham I had left years before. Sandy felt more like "coming home" to me. And at the time I was able to find a good house at a good price.	Sandy will always have that "tourist town" vibe as a gateway to Mt Hood, so that is one of its charms and one of its challenges. It is grounded in blue collar workers and blue collar jobs. It has a good retail base that allows people to live and shop mostly without having to drive into Gresham or Portland,	There is room for improvement and diversity in retail availability (still greatly miss Oja Lumber!). Downtown would benefit from allowing commercial space to stretch to the north, for a more pedestrian-friendly retail experience that moves away from US26. Wish there were something besides the Mountain Festival to make Sandy more of a destination town, rather than just a drive-through town. Wonder if we should bring back the Space Needle idea? :)	I live in the NW area near Sandy High, and I'm curious and concerned about how that area will grow and expand in the coming years.
Small town feel and connected community.	Community opportunity for connections	Invest in community offerings like a community center	The pool being opened would be nice
Small town environment yet close enough to metro for sustainable employment opportunities	Preserve the small town feeling. This includes how the town preserves a sense of open space for residents and visitors, a respect for natural/protection/preservation of natural resources, growth that looks "planned".	As you encounter laws that encourage growth, carefully push back as much as legally possible to maintain a strong vision. Once it is built-up, it will be hard to undo what it has become. Avoid consumer strip malls, mega housing developments, and road plans that encourage us to refer to our highways as freeways or parking lots. If you build it...they will run :). Residents and visitors do not come Sandy hoping to find the next concrete jungle.	It is growing. Growth is inevitable. Put your growth $$$ into sound, connected, infrastructure. Make growth visionary instead of reactionary. America is full of cities born from reaction to population growth. Sandy still has a chance.

A small community that hadn't been ruined yet.	What little is left of the town I knew from the 70's is nearly gone anyway so let's try to preserve our water supply and surrounding forests, farm land and open spaces. Not developing everything in sight with grotesque apt's, infill 3 story skinny homes etc. if you want to live in Portland move there. the developers have made a mess there and I for one don't want it here. The financialization of the real estate market has almost eliminated a place where our children could afford a home of their own. In a nutshell don't Bend Sandy!	Don't hide things from the citizens like the Hwy26 bypass. I heard about it from someone who saw the proposed route on Facebook. What a joke, not everyone is on social media. They're should have been a mass mailings or something.	With any luck we won't turn into another suburb of Portland.
to get out of Multanomah County, liked that it was smaller than Gresham, away from homeless, new home.	I like my neighborhood, we are a community.	Downtown needs to be more of a destination, walkable community with shops and restaurants that community and visitors want to stop and enjoy. Sandy mountain festival needs to come back.	Everyone I talk to abd my experience is that Sandy is not a place for good food. Attract better restaurants. We go out of Sandy most of the time for good food.
I do not live within the city limits. I live on the Sandy river because of the peace and beauty of the environment.	Small town with interesting history.	Increasing staff in city government, less reliance on contractors	
Away from city life, farming, peace	Slow the growth	Traffic	

My parents chose to live in Sandy in the early 80's. My husband and I have continued to live here and raise our kids. It was a nice, small town to live in for years. We felt there was a lot of community involvement and we felt very connected to the community.	Honestly, the only positive thing I can say about Sandy now is that it's not Portland or Gresham. Very sad, but honestly the truth. My husband feels the same way. After all the growth in Sandy and the traffic that has come with it, our adult children have moved away and have no desire to live here.	The traffic is terrible. I don't know what the solution is but I live on Dubarko and with all the housing developments and apartments going in, it has ruined our neighborhood. The loud and speeding traffic is deafening within my own home. I cannot even concentrate from all the traffic noise. It's even more unfortunate that these housing developments are just in the early stages. As these developments progress, this road will be more of a nightmare and very dangerous. My friends and neighbors who have lived in this community for decades are pulling up roots and moving. They are hardworking, honest, amazing people that this community has lost and will continue to lose. I go to the grocery store now without carrying a purse and being on high alert as many of the people who have moved in to this community have filled the police logs with their illegal activity.	I know that the city can't halt development just because we don't want our city to grow. I was told many years ago at a planning commission meeting, and this may not be true, that the only way to slow down building would be if the school district requested a moratorium on building. At the very LEAST we need to have the proper infrastructure and school capacity so that the growth does not overshoot these capacities. At the rate that the city is growing, I'm afraid we could be in that situation soon. There's no way to reverse the damage once it is done. Developers (all of which make plenty of money) need to be paying handsomely into a fund that will be used for a Sandy bypass - and not a bypass that is just routed through existing neighborhoods.
		Traffic	Building more homes and not infrastructure will be a disaster in the future.
This is where my boyfriend owned a home. I moved from Silverton and it was a tough choice.	Sandy is the gateway to the mountain, it's a perfect spot for tourism and upscale restaurants.	Sandy seems to be stuck in this "small town" mentality but there's a lot of opportunity for this town to generate revenue. I would really like to see a stronger arts, parks and rec, and dining experience here. Music in the parks, walk to a lovely restaurant, stop by the bake shop, etc. Sandy needs a facelift and a solid direction.	With the amount of people moving to sandy the road systems really need a solid plan, traffic is insane and that will only make people avoid downtown more. I would also like to see more sidewalks with ADA accessibility.
We wanted to raise our family in a small community. And we could afford property here at the time.		Stop growing!	No bypass.
Parents moved here in 1985 and my family is still here	Sandy is special because it's close to outdoor recreation. Mountain Days is also a great time for locals and tourists	There are not many opportunities for kids swimming, dance, gymnastics or others sports. Kids need a pool and other activities. More playgrounds and access to the Sandy river would be great.	Need a solution for traffic and need a better parking option for the food carts

Close to Mt Hood/ Hood River	Small town feel	More trails, outdoor activity access. Improve neighborhood designs	Increase Commercial property availability
Got jobs here	Parks and trails, sense of small town community	Ensure that we have single family residential homes with larger lots. Most of the SFR has very small yards with not much room for gardens, swing sets, etc.	We need to have a variety and a BALANCE of SFR, low, medium and high density. We are being forced by legislature to increase densities when we ALREADY zoned for higher densities. Now in this process, we need to recapture that balance in favor of maintaining SFR homes for families that want a yard for their kids to play in. We need larger minimum lot sizes. We need to require that duplexes have common walls (joined). Two separate homes on a lot are not a duplex.
We enjoy the community/small town feel, the country/fields, and being close to outdoor activities.	There's a lot of empty land which is very appealing when driving. No one wants to see tall buildings everywhere.	The food options could definitely be improved (less fast food-a nice sandwich shop, juice/smoothie place/healthier options). Would also love to have another large store besides Fred meyer (Costco, target) and a family fun center to take the kids and enjoy mini golf outside. More walking trails would be awesome as well.	
Small town, get away from the crime	Slow expansion, the roads and schools cannot handle all the additional people. It's ruining the small town feel. Crime is up, homeless problems are increasing	Crime. Well and deal with speeding in neighborhoods	Stop building more homes and apartments or we will soon look like Portland. Our little town is being destroyed.
Love the small town feel, without being so far away from big city needs.	Continuing to focus in making it appeal to people who pass through. Updated buildings, clean streets, etc...	More police presence in Downtown. People drive 40+ coming off the mountain and there is no major speed signs, policing, radar signage, etc... I have to cross over through the turn around at the Arco station to get to Revenue st and it's like taking my life in own hands because of the speeders. Waiting at the light on Ten Eyck is a joke since the line backs up so far and into traffic.	Hope to see more crackdown on homeless, drugs, theft, and hopefully an upgrade to our school systems....the old buildings have got to go!!! Also teaching parents about proper pick up and drop off at Cedar Ridge MS so that cars are not backed up onto the hwy from Bluff. Very frustrating.

We love the small town feel of Sandy and wanted to raise our son here.		Unfortunately, the building of new developments everywhere is taking away from the small town feel. Our once small, cozy neighborhood now has apartments being built, which ironically, has our neighbors moving out.	
Small town feel, safe neighborhoods and clean parks.	Please preserve the parks - these are utilized by families and community members.	Homeless living and sleeping in parks, and other wooded areas. Meining Park has a few people sleeping along the pathways which makes me feel unsafe walking with my grandson. My daughter stopped walking the Tickle Creek Trail due to people living in the bushes. If there are known drug houses or individuals who are repeatedly steal from residences/stores please keep regular watch on these homes-people. These individuals may move on if they feel like they are always being watched. For those of us who've had property stolen not only is there initial cost to recoup the stolen items but also a loss of security, and for us we now pay for an alarm to make our home less inviting. After we were robbed we didn't go on vacation for a few years. We were scared that we'd be targeted again. We need these people, who normally are resorting to crimes to pay for their addiction, to either get sober or move to another place because they don't want the attention.	I love the Sandy community. I have lived in Oregon my entire life. We bought our home in Sandy 8 years ago to be able to have our sanctuary to come home to daily. Our daughter has started her family here and loves the community. Please continue to build more trails for community members to be able to get out and walk. Bike paths are also fabulous. Please bring back the community pool. Having to drive to Portland to attend swim classes will not be feasible for many parents. Needing to join the local gym in order to be able to access their pool is cost prohibitive for some families. Having a public pool really helps the community. Being able to teach our youth to swim, lap swim, water aerobics, and families spending time enjoying the pool -these all help to build a vital community.
To move farther away from portland, be a part of a small and beautiful community.	Small town feeling, safe, friendly.	More community centers/gathering places for growing kids to spend their time.	
Close to Gresham. Not in Multnomah County. Beautiful.	Small town feel with good grocery stores and movie theater. Great parks and close to hiking.	More restaurants	Better traffic management
Wanted to get away from the large city feel of Portland. To raise our kids in a smaller community.	Mountain town feel.	Less fast food! Less big box companies. We a need kid friendly brew pub. More exercise paths for biking walking etc. More parks. A pool. Control the traffic!! As a resident is is so hard to get around!	Be more LGTBQ+ friendly. Stop the ridiculous Don't tread on me feel. Be more inclusive!

The ability to get acreage, be closer to nature, small town feel with amenities	Support for local businesses that give the town a charming feel. Wide, open spaces and nature. Create a public feel that supports neighbors and community coming together regardless of political background.	The traffic is terrible- I live on 10 acres and I can hear it. Don't develop in a way that promotes the unhealthy fast food dominance. There should be more walkability to create a community where people can get out of their cars and support the local businesses and not just be a tourist pass-through. Stop the rampant development that is pushing out wildlife and natural spaces.	
I grew up here, and chose to come back to help my mother, as well as live in a little quieter community.	It has lost what made is special. Preserve some of that small town rural feel which can be lost with growth sometimes.	When developing growth think about not only the city aspect but the rural aspect, the farms, the youth. What you need when you grow, not growing and developing improperly with no addition of schools, or upgrades to the infrastructure that goes with the growth. Be more thoughtful of what is needed along with growth and is there really room for what is needed along with the growth?	
Affordable housing at the time house purchased. Relatively close to family.	Gateway to outdoor recreation, Family activities are a priority (parks, trails, rural/urban low traffic areas, safe for children). Where families thrive, people want to live.	Growth will happen, purposefully directing that growth, to both improve Sandy for new development, while also preserving parts for the intimate small town feel (e.g. Keeping walking access to parks, and trails very accessible, keeping mulit-dwelling housing in downtown area for ease of access and manage urban sprawl).	Don't let large investor's determine Sandy's growth, keep focused on the people who actually live here, walk the streets, play in the parks, and have kids and families who work and attend local schools, be the focus of our growth and values we continue to hold.
parentals	I like how small and cute it is with all the flowers	I would like the seven eleven parking lot to not have an exit onto ten Eyck because it causes unnecessary traffic	I luv it
Very nice area. And peaceful. Country style	Peaceful, kind, not a big city	Winco store. And don’t build more apartments	
I WORK IN SANDY	Away from the city.... close to the city	Housing developments and better street planning for access	Keep highway traffic away

Family home and property.	We are loosing the "Sandy" feel that we used to have. Over the 20 plus years we have lived here, it seems to be more hustle and bustle and not managed well.	Better internet for the rural areas. Business have a hard enough time, internet is not something we should struggle with. Growth management, we just built a new high school and it is at capacity. Stop building new neighborhoods. We do not have the infrastructure. Charge more for our transit system. We have had nothing but issues since that has come to town.	No
Nice family town. Home loan was greater for a rural area such as Sandy.	Family events clean town	A corporate/chain popular restaurant to sit and eat at. More active places. Things to do for families.	Allow Sandy to have a cannabis store.
My parents chose.	Small town atmosphere with nice people.	I think Sandy should try to make the city more pedestrian friendly.	Please promote more local business. And don't align the city with Portland public works.
We love the small town character of Sandy. We love living close to the mountain, and all of the history of the area.	Sandy has so much potential! I feel like its going to be important to emphasize the small town aspect of Sandy, including extending the reduced speed limits. I think it's a shame that so many people drive through town without even stopping.	Small businesses in a thriving uptown are essential, I believe, and creating access to them! Some small towns really do a good job of showing their own style. In every case, the speed limit plays a part in illustrating that personality. Sandy should emphasize a feeling of community for those who live here too. Sidewalks and crosswalks and busses are essential, as are parks, and community gathering places. I would try to keep the "suburban sprawl" from developing. Help residents connect with the roots of the town.	We recently purchased a home in sandy, moving from Gresham. While we are familiar with the town and many local businesses, it is obvious that there is very little effort at community outreach. We have received absolutely zero welcoming information, not from the city, the library, local churches, businesses, the community center, or any other community organizations. We are outgoing and resourceful, mature adults. I can imagine that many people would appreciate welcoming materials from a variety of sources. This could be a community effort or perhaps be included with your first utility bill. If you want people to feel like part of a wonderful community, this would be a great way to start.
I grew up here and work here.	It still has a small town feel. Even as it grows, it would be great to preserve that feeling.	Improve downtown core to be more appealing/a destination for food, shops, etc. Create a community that is more inclusive of the BiPOC and LBGTQIA+ population.	
Employment	SandyNet, easy access to the MHNF (hiking, mountain biking), SandyNet, quiet neighborhoods, and SandyNet.	More living wage jobs based in Sandy. More & better retail stores. More medical providers. A new community center.	

Affordability & clean environment	It's nature & beautiful and low density	Add more law enforcement	Slow growth approach
The beauty of the environment, tree farms and woodlands! Near mountain and rivers.	The natural environment that is now under duress due to over development .	More environmental awareness! Permits can be put into existence to better serve our beautiful environment! Developers be more accountable for mature tree removals and replacement for each one planned . Help to save potential lost animal habitats. A reality that we are seeing more and more.	Sandy is a unique community that will lose that uniqueness without better controlled development! Sisters in central Oregon is an example that has worked at it although even there is being effective!!
We were looking for a safe community with good schools to raise a family in. We also wanted a place outside of Portland, but still close enough so we could easily travel to work.	I love the small town feel and the sense of community. I'd like to see the extra curricular activities for the kids and community activities to continue.	I wish there were more job opportunities that paid a similar wage to jobs that are offered in the Portland area. I would love to not only live in Sandy, but work in Sandy. I'd also like to see some changes made that would allow businesses to thrive in Sandy. It's sad to see many of the buildings downtown sit vacant.	
I have lived here most of my life, from 1st grade, I am 68 y/o now.	A sm town feel that it use to have.	TRAFFIC,TRAFFIC, TRAFFIC! THE CONGESTION WILL ONLY GET WORSE AND THE ANSWER TO FIND A FIX FOR THE PROBLEM WILL BE HARDER TO FIND. IT CAN NOT BE ACCEPTABLE TO SAY THAT US 26 IS COUNTY OR STATE ROAD AND "CANNOT DO A THING ABOUT IT". THEN I PROPOSE A BYPASS TO TAKE CARE OF SOME OF THE CONGESTION.	Livability has diminished for the last 3 or 4 years, when Sandy feels and looks like gresham or portland the admins of Sandy have let us the residents down, and have sold down the river for progress, very sad indeed.
Born and raised here	There is not a lot that makes Sandy stand out . Preserve the small town culture, We need to Preserve our historic homes there should be grants for homeowners in the original downtown to help preserve them. And like many other Oregon historical towns we should have plaques with dates and names of the founders/ original townsfolk in front of these homes. Why are we not proud of Sandy's history. By the way we are a logging farming community embrace that rather than try and rewrite history with your logos and themes!	A friendly environment for children to grow up. Activities such as a swimming pool, bowling alley and outdoor activities and parks that are inclusive for all abilities. Look around and ask yourself WHAT IS THERE IN SANDY FOR OUR CHILDREN AND GRANDCHILDREN. What would make them want to raise a family here...it's certainly NOT a single skate park and a couple of swing sets.	Stop building so many new homes that our aging infrastructure can't support . Developers need to bear the cost of roads,sewer, water and electricity in their developments. Plus our school system can't support the growth we are busting at the seams.Stop building neighborhoods with narrow streets and houses packed in on top of each other with one access road in deadening with no turn around! But at the same time stop twisting the arms of our citizens with emanate domain and shoving a major street through their farmland! Bad form indeed!!

To buy a home, open an office and raise my daughter.	Small town charm with modern amenities.	Build a modern, world class skatepark! Our park is 22 years old and sorely in need of upgrading.	It would be nice to have some type of music venue in town, similar to Skyway (in Zig Zag)
My family moved here when I was 3	The beautiful areas. Stop building houses on the	The political climate is so awful. Sandy needs to change this.	No
My parents have always lived here and I like the community. I enjoy living in a small town.	We need to preserve the small town, community, aspect, we don't need to become the next Portland.	Homelessness is becoming a large issue and there is too much development going on. We need to preserve the rural parts of sandy as much as we can.	No.
Rural area and community.	Sandy still feels safe. Please preserve The quaint, small town feel.	The community needs a pool!	Please consider the opinions and needs of all residents.
my parents birthed me here	the trees and nature all adapting is. we need to stop building more buildings and intruding on nature	i want to change how many building there are being built around us. and make housing more affordable	i want it to stay a small town. we don't need to expand. we don't need more people
Very clean at the time	It's community	The houses and vibe	
Moved to Sandy as a kid. Appreciate the tight community that I grew up with.	Need to preserve the small town community. Metro has negatively impacted our small town with the push for increased development.	Maintain emphasis on small businesses. We do not need any more big box stores.	The Mountain Festival is a key to keeping the community engaged.
My husband and I loved how close Sandy is to the mountain and felt like it was a small community that we felt would meet our needs as we get closer to retirement.	We love the trails, the sports club and many parks to take our granddaughter too. As I am a special education teacher, I would like to see playgrounds become more accessible to children with special needs. We just wish the traffic was monitored more closely. We live off Dubarko and walk our dog and grand daughter daily. Cars speed horribly on Dubarko and trucks with loud horns that beep just for fun. We have never seen any police monitor the speeding cars.	Monitor the speed of traffic going through town. it is very difficult to shop in downtown and merge onto HWy 26, as cars speed through our town.	We are concerned that the the current trails are not always well maintained, so what will happen if they are expanded? We would also like to see the community pool opened, as this seems like a priority before expansion of trail system.
Grew up in Estacada, so I loved the small town feel and I thought it was more progressive.	The beautiful nature and small businesses.	Sandy needs to become more diverse and inclusive. It feels like a very unwelcoming community if you're not white, conservative, neurotypical, or straight. A lot needs to improve, especially in the schools.	I'm considering moving because of the direction Sandy is headed.
Born and raised here	Caring people	Traffic flow	Need recreation that's all inclusive and affordable
Rural area	Sense of community, small town feel	Increase access to high speed internet.	

For its location - close to Mt. Hood and Columbia Gorge recreation, but also city accessible	The historical feel and attention to detail. I love the murals and the feel of downtown. It would be great to see some more modern attractions in the downtown like restaurants and shops. We love the food truck lot! Tickle Creek and Sandy River Trails right in the backyard also attracted us to here.	It would be great to see the town accommodate more diverse lifestyles like plant based / vegan / healthy. There's so much fast food available here and we would spend more money in the town instead of spending outside of it if there were more health-focused services.	I think it could be great to host more pop-up events here that could pull people from Gresham and surrounding areas. The lot that the Farmers Market is in is a great spot for local events and if there were a more diverse calendar of events we would definitely attend. Right now we go outside of Sandy to attend most events of interest.
I grew up in Sandy. I enjoy the small town feel.	Preserve the small town feel, keep the natural look.	Improve traffic, increase law enforcement funding.	
Get away from suburbia, crowded streets, traffic and liberal local government policies. We love the mountains, fishing and hunting. We wanted land that offered us to close proximity to these things as well as being quiet with a small town feel.	I love that I see our tax dollars at work by Sandy government creating rules that preserve the beauty of Sandy. We don't have a homeless problem because it's not tolerated, not in a non-caring way, but understanding that this will not be allowed. Most of the buildings have a mountain type theme which I find beautiful. There's no pot shops. The police seem realistic and care about residents. I think Sandy should strive to preserve the things I mentioned above. This can be done by keeping laws/rules in place that don't allow for homelessness, sleeping on streets, public intoxication, etc... Keeping rules in place that make businesses hold to certain ascetics that benefit Sandy, the mountain town. Limit housing by keeping lots large and very much limit any subdivisions. I think Sandy could enhance anything that would bring tourists in, not sure what though.	The traffic on 26 through town is very heavy. It would be nice if there was some sort of bypass to ease the gridlock. It would also be nice 26 eastbound through town had posts and flowers and lights in the winter, like the westbound side has. I've always enjoyed this on the westbound side and wondered why it isn't mirrored on the eastbound. I would also like the signage rules/laws to be stricter. Sometimes it feels so busy and businesses get lost with all of the varying signs sizes, texts, colors, etc...	I think people stay or move to Sandy because they are leaving bigger town problems therefore, I think Sandy should really restrict anything that resembles these issues.

Proximity to the mountain and the river	Sandy is special because of its location as a "gateway" to Mt. Hood. We should strive to preserve the health of the river and forests in this area. The library is also a wonderful resource that we are extremely grateful for. We also love ant farm cafe and the farmers market, summer outdoor events (like the mountain festival), and anything that the city does to encourage healthy community gathering!	We would love to see Sandy continue to preserve land for parks and trails. It would be wonderful to see more hiking/biking trail options and parks. These areas encourage play for kids and healthy community gathering. It would also be wonderful to see the city move towards one of increased diversity and inclusion - in schools and businesses. It would be great if the aquatic center would reopen - there are no affordable options to teach kids how to swim - which is an essential and lifesaving skill.	We are grateful for this city and are proud to call it home! We hope it continues to have "smart" growth (avoiding sprawl) and that preserving clean water/natural spaces is considered during any new development. We hope that small businesses are encouraged to stay open and that "big box" stores don't take over more than they already have.
A bit farther out and found a nice house	Sadly it was we were acting as a community and loved that and some Do but some do not	More coming together as a community whether you've lived here for six months or 60 years.	Need to balance housing and underlying infrastructure and understand that that is one of the hardest things to do. Sadly on our street parking is an issue as many house have many families and more cars then their parking can handle. Having issues with one visitor coming over and not able to park in front of or near my house

Small town, rural, beautiful scenery, close to mt hood, far from Portland	Sandy is NOT so special anymore, too much growth, traffic and crime Preserve the small town feeling, STOP the growth!!!! Preserve the rural lands, forests, Sandy River Do NOT let the city use the Sandy River as their toilet! Do not dump "treated " sewage in our River!!!!!	Preserve the small town feeling, STOP the growth!!!! Fix the the traffic problems Get more traffic cops in town so out of towers don't speed thru town, we can't even cross the road anymore to take care of local errands like banking, post office, shopping.... Put up signs like this in town: "This town is like Heaven to us so don't drive like hell thru it!" Don't let any big box stores come in like Costco, Walmart etc there already too many disgusting fast food greasy drive thru places here Put in a community SWIMMING POOL!!!!!!!!!!	Sandy is already ruined, it's heading to be just like Gresham...,Too much traffic, too many people.... If I was younger I'd be moving. It's been very sad to see Sandy growing so much and being ruined, it is no longer a quaint cute little safe town... Put up signs like this in town: "This town is like Heaven to us so don't drive like hell thru it!" Do NOT let the city use the Sandy River as their toilet! Do not dump "treated " sewage in our River!!!!!
Small town with lots of outdoor recreation and low crime rate.	Still feels like a small town, food carts and annual events are fun.	Get the pool up and running again. Improve the traffic situation in town.	
Access to Mount Hood, obvious development, and feeling of safety.	The family friendly atmosphere. The priority on parks in neighborhoods is special.	I would love to see bike and pedestrian improvement. A safe route between parks in the city would be ideal. I also think a business and downtown strip off the main drag would help with traffic congestion.	I would love to see a "new downtown". A side street full of businesses that was truly walkable because it wasn't a cut through from Portland to Mt. Hood
It's safe and has a city feel while still having a country feel	Small town, safe and clean	More retail and housing	

My spouse works in Sandy.	Sandy has a charming small town appeal. The downtown needs to serve as its focal point. Fred Meyer is already present in Sandy but the city should ensure that no new chains be permitted within its boundaries. These chains detract from the economic vibrancy of the small businesses in the downtown core. Suburban style big box stores are already plentiful in nearby Gresham. There is no need to replicate that experience here.	Sandy has an opportunity to increase the residential density in its downtown core via condos and apartments for all incomes. These additional residents can help support the small businesses of the walkable downtown. Sandy is in a delicate position. Much of the traffic through downtown is merely passing through on their way to Mt. Hood destinations or beyond. How does the city encourage these visitors to stop to support the businesses here? There are numerous examples of small towns and cities in Oregon and beyond that have thrived despite heavy traffic by becoming destinations unto themselves. If Sandy is unable or unwilling to capture those tourist dollars, it may be best to route traffic around downtown and develop this area for its growing number of residents.	I am excited for the Envision Sandy 2050 process because Sandy is at a crossroads. Without forethought and planning, I worry that Sandy will lose the small town feel. While there are a few high density residential projects in the works, I see far too many of the suburban style tract housing projects. I would like to see Sandy focus efforts on walkability and bikability to reduce congestion and strengthen the downtown core businesses.
Close to the mountain without being fully on the mountain and the small town feel.	Keeping it feel and look small.	Would love to have a Trader Joe's. One more shopping option would be great	
Family	Small town feel	Traffic congestion thru town, slow down growth	A planned homeless camp being planned!
Lower cost of housing, less traffic, less crime, walkability of neighborhoods, less issues with homeless camps, responsive law enforcement.	It is growing, but still has small businesses and unique people. Strive to enhance restaurant options for all diets, enhance shopping options (little gift stores, etc), enhance promotion of small businesses to keep them here.	More options in town to avoid going to Gresham/Portland. Some bigger stores, but more local. No more chain restaurants/drive thrus.	The city does a good job of keeping the city clean & keeping the neighborhoods safe. As expansion happens, we will need more police & fire, more services to keep people in town or get them to visit. Antfarm, for example does a wonderful job at being a community space & is serving quality food at the cafe with their other projects that benefit the community. Help small businesses like them & Thai home. Businesses that have become a staple & a draw to Sandy. Less cookie cutter neighborhoods, keep Sandy green with lots of trees & wildlife. Balance.

We needed to be close to the metro area for work and family, but loved getting out to the mountain as often as we could. Sandy is perfect.	I think keeping Sandy as “small town” as possible is key to keeping it special. Keep and maintain the parks, keep natural areas natural and protected against further housing development. You don’t find newer houses very often that aren’t two feet from its neighbor. Sandy has space.	It’d be nearly impossible, but the traffic through town is insane.	Keep it affordable. There’s a huge part of the community that has deep roots in Sandy, don’t make them have to move because they can no longer afford to stay in their hometown.
The outdoor activities (mt biking, fishing, snow sports) and small community feel.	The small town feel and the accessibility to many great outdoor activities. It's also clean and safe.	More variety in retail, restaurants, etc.	
Small community, close access to Mt Hood forest		Improved access for walking and bicycling - sidewalks, bike lines, and ideally paved bike/pedestrian trails connecting to other communities (eg to connect to Springwater trail).	
Walkability and cycling access to downtown, peace and quiet, proximity to outdoor recreation, great library and once great aquatic center!	A perfect blend of small town attributes in a full service community	Bring back the aquatic center and provide for community amenities along with needed infrastructure as Sandy continues to grow.	Plan for continuing high level maintenance whenever starting or enlarging city facilities. Long term maintenance is as important as new construction.
Family lived here and we were looking to move closer to family.	There is a large amount of the population that is very friendly, caring and generous.	Traffic improvements.	
Other family members live here and we wanted to be close to them.	There are many friendly and caring people that live here.	Traffic issues, homeless problem and roadway maintenance/improvements.	
Close to the mountain and not too far from town and work (hospital nurse)	It’s small	Keep it small, stop developing. We are RURAL keep it that way	Sandy style seems to limit new business a lot
The small town feel, and more safe environment for our children. Small town that has amenities. We also appreciate the weather, outdoor living and community.	The small town vibe. Not large buildings. ENHANCE the downtown and the ability for those businesses to get more recognition as they are some of the heart and soul of Sandy for years. Preserve the Children!!! There should be more Activities for the older children, swimming, arcades, also more focused on Arts. We love the Friday Market, maybe adding more Artist Markets, Theaters.	Allow NO MORE SMOKE SHOPS! The community hates them and doesn’t appreciate that there are 4 in a row along downtown. They are tacky, over decorated and damn right degrading to what we want to represent as a community of the Mt.Hood area. Clean and Educated, being Proud to be a Sandy resident, community backing the people and children of the future. Keep fun activities for the families here and maybe add more.	We really hope as all of neighbors have been worried of it expanding too much too quickly. Without preserving the small town and welcoming vibe we all love.

	#	What do you love about Sandy?	What do you want to improve?
Farmers Market (May 20)	30	I love the community and schools as I am 12	Tiny home community so families can stay in Sandy
		The view of Mt. Hood!	Create tiny home communities
		The view points!	Zone for homesteads
		Good food in town	No big box stores. Keep Sandy country
		The parks, the food and drinksm and the nature	Keep Sandy fire dept in Sandy
		The community'Its farms and rural areas	Bike paths
		The people	A pool
		Nature	More patrols in Meinig Park
		Tickle Creek Trail	Less/slower development
		The country feel	Sports fields
		Small businesses	Protect open spaces!
		Awesome people	Re-route traffic
		Ant Farm	Another route to Mt. Hood. If there's an accident, it's 3 hour traffic.
		The parks	More affordable housing
		The food carts	
		I love Sandy because of the parks	
		Its really cool	
		Travelability; connection to metro and Mt. Hood	Pool
		Clean	Satellite imaging and drones for traffic
		Youth	University/community college campus
		Main street (flower baskets, lights, décor)	Drive-in
		Trolley	Connected sidewalks on Meinig + next to school
		School Facilities	Education about natural hazards/fire bans/fireworks (how to take care of properties)
		Garage sales	Heating and cooling shelters
		Small town feel	Small business support
		Trees, views	Arcade/Entertainment/Food area

More to do	Renewable energy sources, solar power
Road connectivity	Garden or green space
Farmer's Market	Healthcare facilities and improved clinic
Homes with yards	Floating houses
Easy transportation to schools	Water resources
Community	Transportation options
Local businesses (Mt. Moka, Sandy Family)	Involved emergency response teams and services
Easy to drive around	Another highway or bypass
Events (Mt. Festival, parade, carnival)	Micro mobility
Ant Farm	Nature reserve
Parks	Youth sport programs
Local Emergency services	Diverse housing architecture
Food options and culture	Emergency water services/sprinkler systems
Trails and parks	More amenities to reduce driving
Activities (arcade/bowling)	More government services in generalized area
Town activities	Diversity
Indoor skatepark	Affordable housing
Sidewalk	New grocery store
Green energy	Light at shorty's corner
Pool	Less houselessness (shelters/human services)
Pedestrian bridge over 211	Firework/fire pit regulations
Community voice	Housing developments with charging stations
Support for small businesses	Flying cars and robot teachers
Coffee shops	Greater employment opportunity
Landmarks	Better skate park
Nature	Road safety
Family	More youth services/activities/volunteer opportunities

Sandy High School	250	Sport facility	Partnerships with other communities for disaster relief
		School	Renewable resources with construction materials
		Job	Traffic
		Nature/Mt. Hood/Scenery/Trails/Parks	Apartments
		Walkable/things are close	Fast food
		Small town/Community	Sprawl
		Skate Park/Movies/Pool	Dangerous roads (potholes)
		Ball fields	One way road
		Joe's/Small businesses/Shell Burritos/Ant Farm/Food carts/Downtown	Racism
		Family	Litter/trash
			Roads with no walking access
			Increasing population
			Homelessness
			Several gas stations
			Empty buildings
			People in community
			Lack of entertainment/businesses
			Not enough acreage
			Opportunities/jobs
			Too small
			Growing
			Sandy Mtn. Fest
			Growth
			Construction
			Youth programs
			Farmland
			7-Eleven
			Civic representation
			Less homelessness
			Parks
			Low-cost bus

			Kindness (people helping people)
			Community
			Improvements
			Small businesses
			Restaurants
			Small
			Internet
			Cleanliness
			Public spaces
			Trees
			Nature
			Joes
			Church
			Community events
Longest Day Parkway	70	No Place Saloon	Pool
		Rias Bar	Free money
		Neighbors	An alien park
		Nature	Winco Foods
		Small community and closeness with neighbors	Rec Center
		Tickle Creek Trail	Pump track
		The people	More nature areas
		Public parks and trails	Water for dogs at parks and trails
		My friends	Community pool
		Nature	Less people
		Trails	Carls Jr
		Police	New skate park
		Parks	Dive platforms at pool
		That it is amazing	Sports park with turf for softball, baseball, and soccer
		Everything	Rec center
		Nature trails	More schools
		Immence beauty	Pool

		Everyone smiles and is friendly	Community rec center
		Low, low stress level	More sidewalks
		The weather is nice	Pool
		The mountain is close	Rollercoasters and slides
		Low crime	Rollercoaster
		friendly neighbors	Sports
		Not Portland weird	Sports complex
		Police and firefighters	Pool
		Baseball	Youth programs
		Family	Community pool
			After school care/sports
			More restaurants
			Walmart or Ikea
Farmers Market (June 17)	25	Small town feel	Open the pool
		Mount Hood	More community recreation spaces
		I know my neighbors	Fix traffic
		Meinig Park	More police support
		community events like the farmers market	Better/new elementary school
		the food carts	More well-paying jobs
		The parks and nature trails	Slow down growth
		Close to nature	
		Library programs	
Sandy Mountain Festival	45	Peaceful (28)	Better house pricing (13)
		Park and trails (18)	Places/Activities for youth - YMCA, Rec Ctr (8)
		Small Town/ Secluded (14)	Better Roads/ infrastructure (7)
		Outdoor living (7)	Community Pool (5)
		Community feel (6)	Less traffic (5)
		Secure (5)	Less Discrimination (2)
		The people (4)	Cheaper utility bills (2)
		Lack of discrimination (2)	Stay small (8)
			Keep the safety/security (4)
			Protect nature; Keep Sandy Green (3)

	#	Why did you choose to live/work in Sandy?	What should we preserve or enhance?	What would you like to see for Sandy in the future?
Local developers	3	Community feel	Business-friendliness	Better cooperation between the City and developers
		A lot of land for sale		More thought to zoning buffers between residential and industrial
Library staff & advisory board	12	Small town feel	Preserve mature trees	Divert traffic
		Hub for the mountain	Preserve parks and trails	Multi-modal transportation options
		Lots of relationships/community	More mixed use (residential downtown)	Maintain what we already have
		Well-functioning city	Grow and maintain community buildings and services	More diverse small businesses
		Employment opportunities	Build on communication efforts (especially crisis comms and offline comms)	More diverse population
		SandyNet	More community events	More parking and make it safer/more attractive to walk
		Proximity to the natural world	Keep the SAM	Eliminate barriers created by one-way streets on couplet
		Arts community		Better communication on change and development
		Community events		Move forward on community campus
		Small businesses are key assets		Move forward on aquatic center
		Everyone willing to help everyone		
		Small town life with urban amenities		
		Culture of betterment		

Economic Development advisory board	5	Family is here ✓	SandyNet	More living wage jobs (industrial, manufacturing, medical) ✓
		Employment opportunities	Community feel/assets	Retail shopping options
		Proximity to Mt. Hood ✓	Trails and parks ✓	Nice restaurants (specialty/variety)
		Natural features ✓	Meinig Park	Ease traffic on 26 (bypass)
		Outdoor recreation ✓	Transit	Stronger farmers market
		Green buffer to the west	Public employees	Downtown walkability
		Community feel	Small business community	More speed limit enforcement
		Community cohesion	Volunteerism (Ant Farm, Sandy Helping Hands, Action Center)	More parking
		Relationships with neighbors	Sandy Style architecture	Medical facilities (hospital, pediatrician, urgent care)
		Live and work in the city: "non-commute"	Urban Renewal District	Support for ageing in place
			Community events	Childcare facilities
			Downtown beautification	Infrastructure that keeps up with growth
				Ensuring we have a vision and take action on it
				Keeping "Metro creep" at bay
				More emergency planning
		Not happy with Gresham	Historic buildings	Manage growth
		SandyNet ✓	Quality of SandyNet	Ease traffic
		Available housing	Generations of families	Bring back First Fridays
		Small town/medium town feel	Support for local businesses	Defend quality of life
		Lower crime rate	Strong local business community with lots of collaboration	Connect taxes with results
		Walkability	Smaller buildings	Left on red signs
		"Everybody knows your name"	Parks ✓	Traffic circles
		Local businesses	Trails	Kate Schmidt completion
		Not inundated with big box stores	Local control (SandyNet, transit) out of Metro	Volunteering professional services

SandyNet advisory board	5	Grew up here	Mountain festival	Family wage jobs (light industrial, class A office)
		Sandy Style	Events at Meinig	Office space/coworking
		Location	Music/movies in the park	EV charging
		Proximity to Mt Hood	Community events foster a small town feel	Upgrade power network
		Family	Museum	Upgrade sewer and water
		Employment opportunities	Public wifi	Underground utilities
			Capitalize on heritage	Short term rental neighborhood
				Ageing in place/assisted living
				Hospital
				Destination hotel
				Fine dining
				Sports complex
				Pool
				Community college campus
				Demo old Jr. High
		Housing used to be affordable	Museum	Housing at multiple price points
		Small community	Christmas tree lights and flower baskets	Bigger yards
		Get away from Multnomah County	Murals	More space for business
		Rural area without close neighbors	Meinig Park	Ease traffic on 26 and 211
		Family was here ✓	Dog park	Bypass
		Business opportunity	Open space	Infrastructure keeping pace with development
		Proximity to outdoor recreation	Mountain Festival	Downtown parking, including trailer parking
		Safe for family	Protect small businesses	Hotel
		Hub for larger area	Joe's Donuts	More businesses open later
		Lots of outdoor space	Tree canopy	Meeting space
		Low business competition	Library	Dump station for RVs

Chamber of Commerce	10	Business visibility on highway	Non-profits	More retail
		Growing market	Community events	Update City Hall
		Errands in one city	Downtown walkability	Hospital/urgent care
		Local businesses	Cleanliness	More business-friendly sign code
			Food carts	More cooperation between City and small-scale/individual lot developers
			Intergenerational city	More community parks
			Friendliness	No MAX train
			Investment/pride in Sandy	Improve access to river
			Keep Fire and PD in Sandy	More park amenities
			First responder presence	Better relationships with the City
			Farmers market	Expand SandyNet
			Tickle Creek Trail (safety)	Workforce development
			Local businesses	Have all the services you need
			Enforcing speed limits	Central community center
			Transit system	
Police Department	2	Family	Parks and rec	Bypass
		Access to amenities	Support for local law enforcement	Better infrastructure
		Out of busy area	Managed/responsible growth	Enough staff
		Good city to work for	Managing traffic solutions	Housing affordability
		School district	Park programs	Further managed growth
		Job opportunities	Trails and sidewalks	Working at the state level
		Seeing growth (job creation, community policing, relationships)	Transit system	Transparency
		Local businesses	SandyNet	Community engagement
		Slower pace	"Innovation meets elevation"	Low crime rate
				High quality of life

Planning Commission	5	More affordable housing	New high school	Sandy housing has become less affordable. More middle housing, more affordable housing so other people can join in with us in the community
		Small town***	Events in the park	Traffic - make things more local so there is less commuting
		Kids playing in street	Kids are known here	We could do a better job of connecting sidewalks; ensuring walkability
		Kids could walk to school	The people: the community	Making sure we have our eye on infrastructure
		Surrounded by community	Aesthetically architectural style (cascadian architecture): cohesive look	Make sure we need to have all the amenities
		Friendly neighbors	Tree canopy	More stringent rules around trees and natural resources
		Didn't have to drive far to get what you needed	Flower boxes	Climate lens. Need safety conditions into our planning and subdivisions
		Sandy is the best of both worlds: city amenities, location close to the mountain	Entity like Ant Farm (community based organizations)	Biking and pedestrian access
		Family-oriented neighborhoods	Local businesses and local nonprofits	More connected neighborhoods
		Relationships,community,interaction	Town is small enough that initiating change can happen	Tree City USA
		Proximity to mountain	Farmers' Market	Health benefits of access to nature
		Community events	SAM transit - proud of that, it has grown	Make sure to have community spaces (i.e. where does the farmers market go when the lot gets developed?)

	SandyNet	More local jobs - more family-wage jobs
	Don't have to leave Sandy often to go shopping, more diverse selection of businesses	Wildfire vulnerability/resilience
	More restaurant choices	Community spaces and events
	Community	
	Organizational collaboration	
	the little forests and greenery that we have left because of stupid construction	the building and the growth of this gross community
	How close we are to Mt. Hood and the views we have of it.	Homelessness
	The location	I would like to see the apartments and unnecessary buildings that take over beautiful fields disappear.
	My favorite part idly sandy is the parts that still are in touch with nature.	Gas stations, fast food.
	Fun environment. Nice to drive around and do activities with friends	Apartment buildings. Sandy is seems to be getting really crowded and if more apartment buildings continue to be built then Sandy will become to crowded.
	The nature and wildlife and forests	Uneeded buildings to make the population of the town bigger and feed into the demands of living here
	I like the current size of the town.	Continuing to expand the town. Sandy was a small town but it keeps growing, even though most of the ho7sing still isn't being inhabited.
	Baseball field	One way roads
	The one in the picture	Traffic

	None	Everything
	It is green and you can see the mountain.	Rednecks. We need to go more green.
	Programs are offered to youth by AntFarm	Nothing
	The amazing sports teams	Idk
	It feels small	People
	Pretty open	Garbage
	The food carts	People destroying land to build
	The movies	Random RV's that are burned or trashed on the side of the road
	The Scenery	Nothing
	I like how it's close to the mountain	Homeless coming from Portland, large amounts of housing
	Its downtown is nice and it is fun to go hangout with friends	Nothing
	the community support that keeps the city together	Something that I want to see disappear is the empty buildings that seem to have no purpose along the strip in downtown. Those should be filled with small businesses.
	How close it is to mt hood	I've been noticing a lot of homeless people recently and I would like to see them go back to Gresham
	My favorite aspect of sandy is the scenery. I also love that we have small businesses.	The amount of people. Sandy has grown a lot and you love to see it but at some point the amount of people in this town will just be overwhelming
	I like how it's small and easy to walk around without anyone else worrying you or getting in your way.	garbage

	The view point or meinig park	Nothing
	food trucks	people and growth and destruction of nature
	The nature and joes donuts	The rising population causing us to turn into a mini portland
	i'd like to see the building and growth NOT continue	The growing aspect of the town. I think there are too many people in the town because the town is too small to fit them all.
	Park building and upkeep	The increase in traffic, fast food, and developments.
	I would like to see more small businesses.	The growth. Sandy is growing to fast and a major reason is apartment buildings
	We don't have a lot of it, but I hope we continue to have locally owned business.	Something that worry's me is
	More activities, an arcade or bowling etc..	The influx of the amount of homeless people and drug addicts on the street, making public areas progressively less safe. You used to be able to walk anywhere without having to worry about getting mugged or things like that. But now you have to be careful about everything.
	Sandy mountain days	One way roads
	Having public areas that are safe for people to relax and hang out with friends.	Nothing
	More baseball	Everything
	A thriving community and something to happen about the traffic running through it	Carbon footprint and lack of affordable groceries.
	Nothing	The amount of gas being used

	Community events	Nothing
	Programs being offered to youth	The kids are soft
	Nothing	Amount of people
	Huge turnouts for events/games	Sports
	Church	The people
	Clean city	3 cops
	Community support	The traffic
	More food variety	The homeless and rising prices
	The businesses and schools	security
	I hope sandy doesn't get to big but I hope to see new business like restaurants, shops, etc	The roads
	non influenced and continued support	Things in town that worry me is the traffic! Very annoying, and when the proud boys held a rally in town that was very alarming.
	Nothing	Homeless
	I would love to see the small businesses thriving.	New and you get people polluting
	I would like sandy to stay small and not grow into something like Gresham	sketchy people
	I would personally like to see some more land mark added to the small town. Not major ones but some that would be remembered	Some people
	sidewalk on 362	nothing
	Not sure it’s honestly pretty small so I don’t really see it going anywhere in 50 years	To see if the town changes for the better.
	it not like my opinion will be listened to and im not gonna stay here	The prospect of it being small and unique.
	I would like all of the farm land and fields to stay the same.	The memories

School Students (additional Community Conversation)	56		I like the flower baskets and the feeling of knowing most people. I would hope it continues to feel like a small homey town.	The possibility of minorities having more to do in town weather it be arcades just so that teens and younger people don't resort to drugs like they do now.
			The people	The aspect of a nice, semi-urban town with nice, safe public areas.
			Sandy mountain days	Baseball
			I would like to see the town stay more rural.	Seeing it flourish
			Baseball	Nothing
			The simplicity	How the town will adapt
			Nothing	Nothing
			Community parks.	We are getting better
			The food restaurants and food carts	Friends
			Not thing	McDonald's in sandy
			Idk	Nothing.
			amount of people	The things to do
			The nature	The growing population and businesses
			Nothing	Seeing new people
			The people	developement
			The amazing people	Nothing
			All the little restaurants and shops I want them to stay	Something that excites me in this town is how connected the students are with the community I think that we should make sure that clubs at the high school are able to interact with the town.
			Nothing	Idk

	Something that I would want to stay the same is the pool. I think that we need to bring it back. It was a very influential part of our town and it was very nice for elders and children. It also held the waterpolo practices and without it they have to travel to Barlow which is inconvenient.	Smarter new people that will help the town thrive
	I would like the community accpect	we'll get more coffee shops
	The nostalgia of the city	The schools
	the pretty lights during the holidays	I'd like to change the population the city is small so when there are big crowds it is just total chaos
	Joes donuts	the amount of gas stations that are so close together
	The land has a beautiful landscape and can escape the crazy city	I think the city should stop expanding so much, we are ruining the natural beauty
	we're a gateway to the mountain	Probably more countrysides
	Jonsrud Viewpoint	apartments
	The beautiful views	I would like for less traffic
	I like how close the community is.	I think I would change some streets in sandy since some of the roads are badly made, and how people get hurt and killed on certain roads and is very dangerous
	thats it's a smaller town	Less littering
	Joe's donuts definitely! :)	Nothing
	Place I grew up most my life, and I've had many of family members here. A lot of memorable landmarks and places in sandy	less potholes in the road
	The friendly towns folk	More roads.
	It's small	entitlement

	joes and many people pass through for the mountain	I would like to see more trails or places put in that give people that live furthur from downtown able to have a chance to have something close to walk to and hangout around.
	the community	Nothing
	Small businesses.	I would like to see Sandy stay clean and not see homeless people take over
	shell burritos	The homeless that are coming in and ruining the parks and areas.
	I like how everything is somewhat closeby in town. I can walk easily from one end of town to the next. Though people who live further on Bornsted dont have much access to walk to those areas.	More representation of different groups
	It's close to the mountain for snowboarding	None
	my favorite aspect of Sandy is the smallness of the community and the rural parts where there are no neighborhoods and just trees and wildlife, like where i live.	how crowded it is
	The skatepark and the old flat spots you can skate.	How much it is growing makes me nervous for what it may look like in 25 years
	My favorite part is the nature is nice	Im not sure
	I'd like to continue to see viewpoints and areas to go explore	This town might get too big or busy.
	sandy mountain days	idk
	I would like to see a move towards green energy	That it might get over populated

	Our community growing	The streets and roads that connect.
	I would like to see that views and opinions of the residents of Sandy are taken into consideration when people make decisions regarding the future of Sandy.	There could be too much people of we keep growing
	more coffee shops	The homeless people making our town ugly
	I would like to continue seeing everyone staying connected and close to friends and family:)	None
	I feel like the whole city of sandy as a whole is in a good state now and feel like the future would be Somalian and still in good state, there isn't really much I would want to change.	furries
	Probly the acces to internet through out sandy	Roads becoming more crowded.
	I want small	nothing
	Joes and new construction	Some people are bad influences at parks or even at school. Thats the only concern i have
	the low homeless rate	Nothing
	More small businesses.	I am worried that the rural areas are going to turn into neighborhoods and there will be less places for wildlife to live
	community building	The homeless due to them acting crazy and ruining nice places i liked as a kid.

		I would like to see the trails and parks continue to be maintained and be a good environment for people and kids	Some of the people here
		Joes donuts	The building and thoughts of fun activities
		I would like to see Sandy keep so rural areas for people to live where they are not right next to the road and they can be secluded from people by trees	Not sure
		indoor skatepark because we have a lot of rain and thats something all skateboarders want.	nothing really, me moving out
		I would like to see more overall improvements continue	To see how much it will change in the future
			Sandy events
			Good food
			New people
			not much
			New business buildings, shops.
			nothing
			I just like walking and seeing what changes
			Nothing
			The rumor of a new skatepark.
			The potential to be so more
		Small town	Less racists people
		the landscape	Improve the traffic
		i love the tickle creek trail	crossing the scary road on dubarko! it needs a pedestrian bridge or a safer way to cross for walkers and bikers
		The lush greenery all around and throughout the city!	Less racism and exclusionary/hateful behavior

			Promote small businesses	Less excessive right wing protests
			the community building and more farm lands	new comers
			i like the consistent food options	the community
			Food carts and other low cost dining options. Low cost busses! (Though more routes/more frequent routes would be awesome!)	Traffic on 26 increasing so that it inconveniences both residents and people passing through.
			Promote small businesses	Reduce the horrible trafic after school
			the community and history	I would like to see crime rates go down and I wanna see smaller houses stop and start building houses vertical instead of horizontal, it saves room and trees.
			i wish for the housing to stay the same instead of deforestation	Less people in sandy
			Free street parking!	Fix the racism
			The high school	Fix the growing homeless issue
			the growth of small businesses	The horrible trafic after school
School Staff	37		More diverse food options!	Crime rates and prices
			The scenery	Getting bigger
			The small businesses	Less racist, homophobic people
			The amazing fields at the high school	Food
			It used to be the pool but now it is Sandy River or Joes or Tai home	The great community we're building
			Small town	Hopefully we will be more eco friendly and things will open up more
			nature	Staying the same small town

	More food places of different cultures and more things to do	more businesses, we need a boba place
	I think there should be more town summer activities	
	7 eleven	
	Kindness. I want to see prices go down, people helping people and all the same delicious restaurants.	
	To stay small town	
	lots of nature	
	The nice people	
	I would like to see Sandy grow and develop more	
	The downtown with the easy access to everything and the high schools great layout	
	The restraunts and having access to water	
	Small town	
	the amount of people in sandy, the roads are already crowded	
To be close to family	AntFarm Program and place	We need more knowledge and respect of other cultures
Community	SandyNet	We are too homogenous
Concerts in the park	The country feel	Gridlock traffic
Proximity to outdoor activities	Close to Portland, right by the mountain	People might not stop for gas in the future what will they stop for in the future?
Available housing	Access to outdoor recreation and mountain biking	Build better road networks for better connectivity
Small school district-change can happen	Living well with the land-enough pockets of people that “live with the land”	Roads have no shoulders
Job opportunity	Historical roots of farms and old economies, generational lineage	Pedestrian and bicycle connectivity is poor

AntFarm Advisory Committee	8	Closer to nature	Small business owners are sprouting up; rise in restaurants and breweries	Upgrading school buildings
		There was people and a need	Thriving downtown corridor-businesses are starting to cluster	Support digital access expansion
		Access to a community	Façade Program really changed main street: touched 45-50 buildings, adding architectural details	SandyNet doesn't access all apartment complexes and manufactured home parks
		Small-town feel	Library has amazing programs; the space is amazing	Lack of education and coordination and connection of information about Sandy services and community organizations
		Impact that anyone can have in the community is quite intimate	Longest Day parkway	Safe access to parks
		A community of acquaintances	Yoga in Meinig Park	Homelessness
			Cascadia Park	Wayfinding to parks and trails
				Access to services for mental health programs-healthcare facilities
				We have a shortage of commercial and industrial land-Pleasant Street Master Plan can be a potential solution to that. Redevelop downtown for commercial. Pleasant street looks like NW 21st in Portland
				Losing greenspace
				Affordable housing
		Quiet	Friendly	More parks & basketball courts

Spanish Speakers Outreach		Calm	Community feel	More transportation options
		Clean	Little crime and violence	More police & security
		Pretty	Feels united	Adress the homeless that have recently been arriving
		Close to work		Better roads
				More activities/amenities for families
				A community pool
				More signs in spanish
				More Spanish library books
Parks and Trails Advisory Board	6	Small town feel	Parks	More community athletic facilities
		Single story housing	Community Campus	Pool open
		Accessible/affordable	Community events	Kid friendly activities
		Community feel	Community building	Accessibility of community locations
		Personal relationships	Family oriented events	Traffic signals on 26
		Friendly	Physical assets	Bypass
		Clean/inviting	Growth boundaries	School growth and adaptability
		Close proximity to big city	Small businesses	Street parking
		Natural areas	Safety/security	Less multi family development
				Infrastructure

SANDY
WHERE INNOVATION MEETS ELEVATION

ENVISION SANDY 2050

Sandy City Council

Project Briefing #2

August 15, 2022

Quick Refresher on *Envision Sandy 2050* Process and Schedule

Vision and Comprehensive Plan Process

Background Reports

Where are we now?

2050 Vision

Where do we want to go?

Vision and Comprehensive Plan Process

Background Reports

Where are we now?

2050 Vision

Where do we want to go?

Goals and Policies

How do we get there?

Vision and Comprehensive Plan Process

Background Reports

Where are we now?

2050 Vision

Where do we want to go?

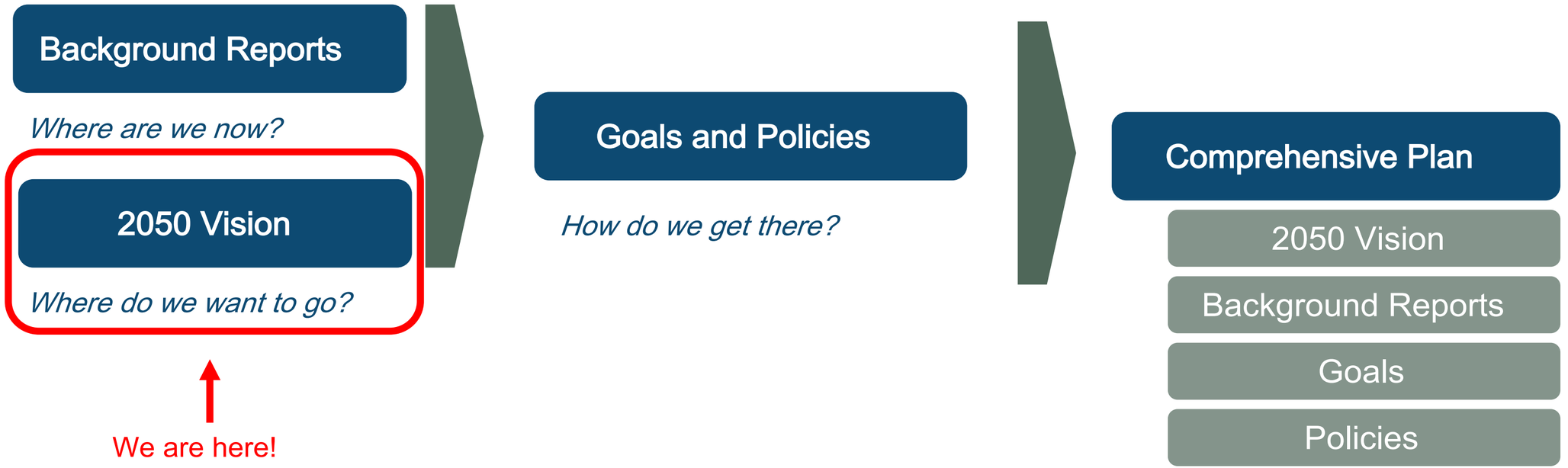
Goals and Policies

How do we get there?

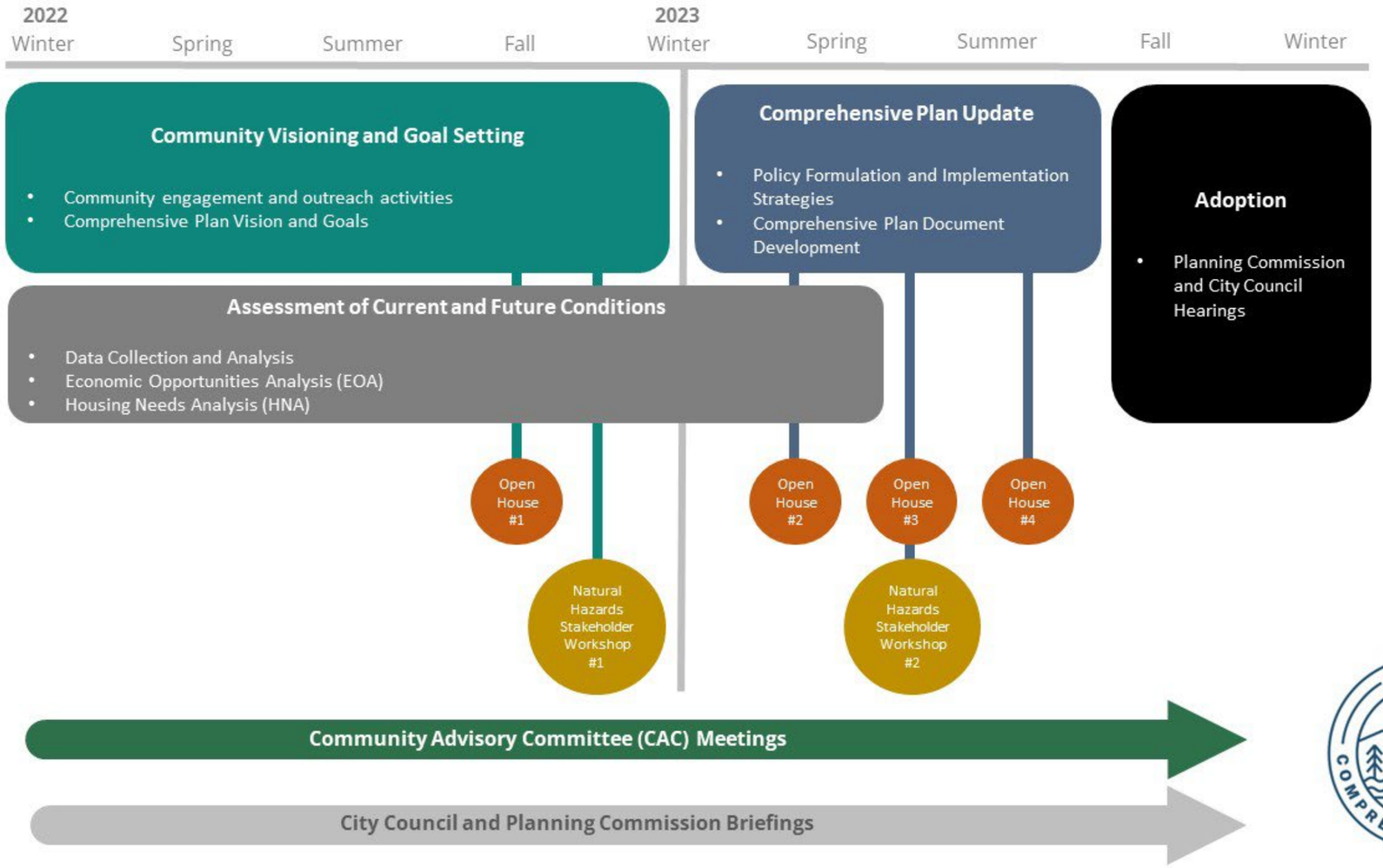
Comprehensive Plan

- 2050 Vision
- Background Reports
- Goals
- Policies

Vision and Comprehensive Plan Process



Project Schedule



Update on Outreach and Engagement

Engagement Overview

1 Community Events

2 Community Conversations

3 Online Survey

Where did we go?

1. Sandy High School
2. Longest Day Parkway Event
3. Farmer's Markets
4. Sandy Mountain Festival

Over 250 Sandy High School students engaged!

- Leadership Class
- Senior Advisory Classes

THRIVE
How can Sandy improve?

Longest Day Parkway Event

Booth at Farmer's Markets in May and June

Sandy Mountain Festival

- Intercept surveys
- Joined by Nelly Rodriguez from *Cita con Nelly*

Community Conversations

1. Chamber of Commerce
2. AntFarm Youth Services
3. Parks and Trails Advisory Board
4. Economic Development Advisory Board
5. Sandy Police Department
6. SandyNet Advisory Board
7. Library Advisory Board
8. Planning Commission
9. Group of Sandy High School staff
10. Group of local developers
11. Group of Spanish speakers
12. Group of neighbors (CAC-member led)

ENVISION SANDY 2050

COMMUNITY CONVERSATION KIT

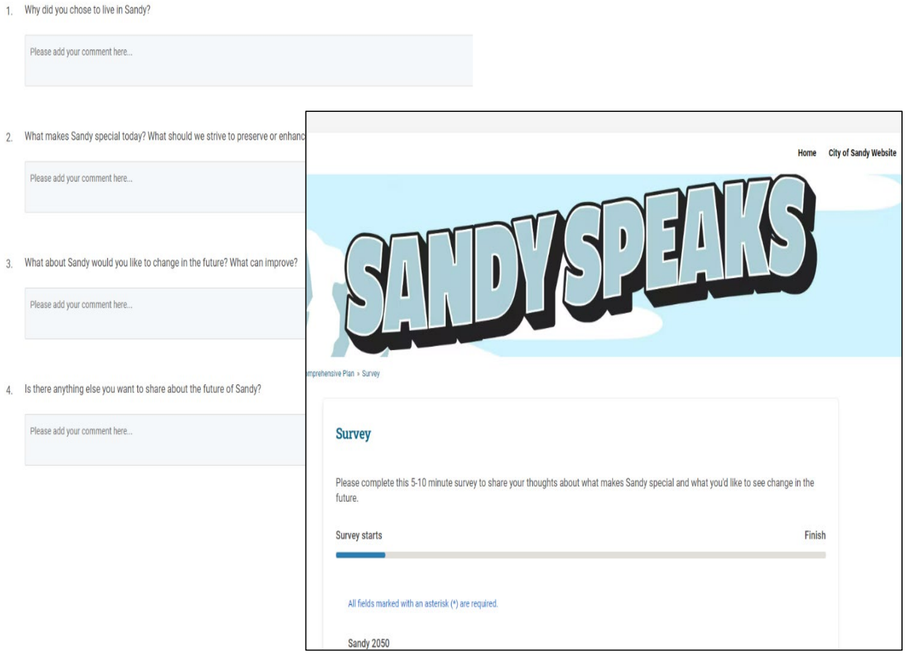
SPRING 2022

PREPARATION CHECKLIST

Before the Event	(√)
Be familiar with all the items in this guide. Contact Shelley Denison 503-783-2587, sdenison@ci.sandy.or.us if you have any questions.	
For In-Person Community Conversations *If you are able, **print** clean copies of materials, including:* • Sign-in sheet • Discussion Questions (enough copies to share with participants) • Notes page(s) for small groups • This Community Conversations Kit as your quick reference guide	
For Virtual or Phone-in Community Conversations Have the following materials handy (paper copies or on a computer) for notetaking: • Sign-in sheet • Discussion Questions • Notes page(s) • This Community Conversations Kit as your quick reference guide	
Ask yourself the following questions: • Have you confirmed the meeting location or video conference information? • If this Community Conversation in part of another meeting, have you confirmed a place on the agenda? How long do you have? • Do you have enough materials to share with expected participants? • Do you have enough materials for all expected participants?	
After Event	(√)
Within one week, please email or scan the sign in sheet and your notes directly to Shelley Denison (sdenison@ci.sandy.or.us) [OR] Enter into the online survey form. For the online survey form: • When prompted at the end of the survey, **enter your name**, **email** and the **name of your group** into the *Community Conversation* prompt. • Please send additional email addresses for the project mailing list to Shelley Denison.	

Online Survey

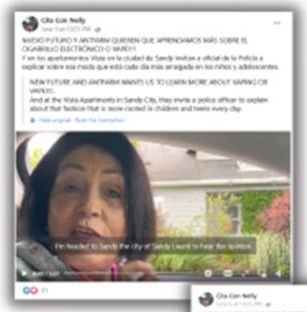
- Live from March – August 2022
- Qualitative survey *(not statistically - valid)*
- **155** online survey respondents
- **6** paper survey respondents
- **1,233** visitors to the *Sandy - Speaks* project webpage



Spanish Outreach

- Social Media
- Informal gatherings
- St. Michael's Catholic Church
- Conversations with community members

VERITAS COLLABORATIONS



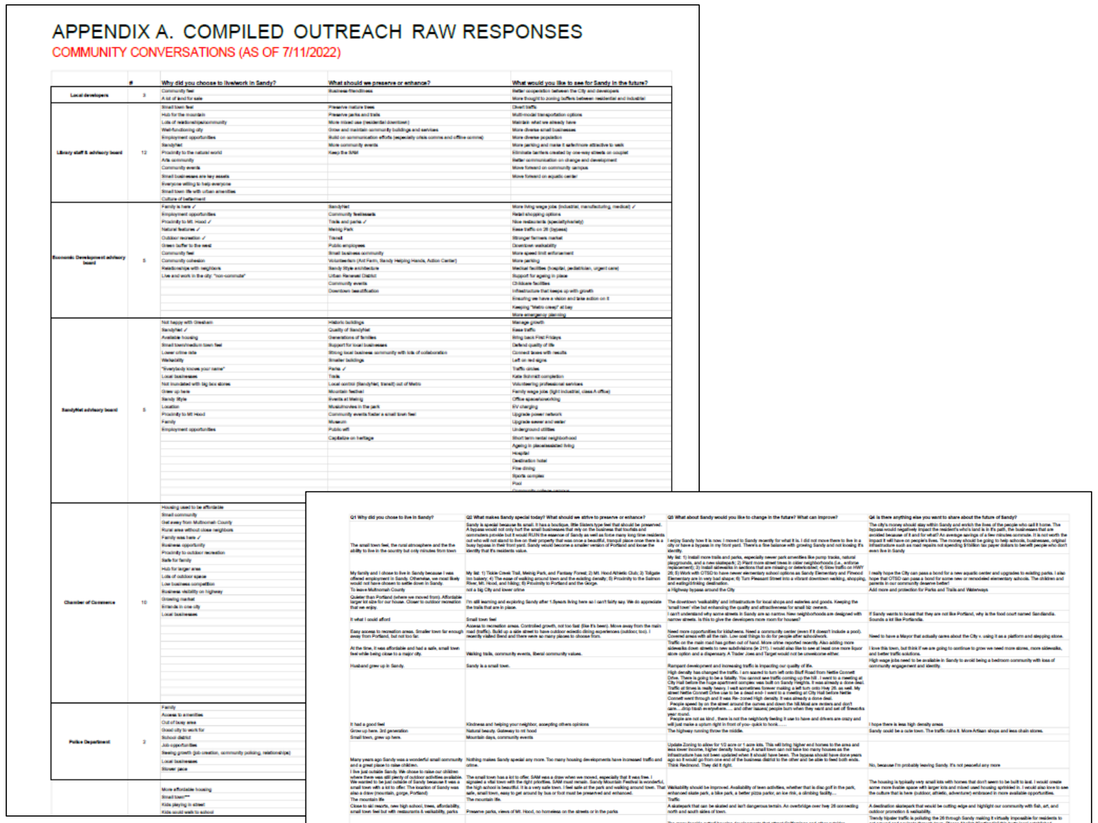
We were invited by Ant Farm to join a Nuevo Futuro educational event at Vista on June 9th. We used the opportunity to interview residents about Sandy's future, and do coverage of the event and its Public Service Announcement.

Themes so far from Spanish Speakers:

Why Sandy: Quiet, calm, clean, pretty, close to work.

What's Special: Friendly, community feel, little crime and violence, feels united.

Changes or Improvements: More parks & basketball courts, more transportation options, more police & security, address the homeless that have recently been arriving, better roads, more activities/amenities for families, a community pool, more signs in Spanish, more Spanish library books.



APPENDIX A. COMPILED OUTREACH RAW RESPONSES

COMMUNITY CONVERSATIONS (AS OF 7/11/2022)

	#	Why did you choose to live/work in Sandy?	What should we preserve or enhance?	What would you like to see for Sandy in the future?
Local developers	3	Community feel	Business friendliness	Better cooperation between the City and developers
		A lot of land for sale		More thought to zoning buffers between residential and industrial
Library staff & advisory board	12	Small town feel	Preserve nature trees	Great traffic
		Hub for the mountain	Preserve parks and trails	Multi-modal transportation options
		Lots of restaurants/community	More mixed use (residential downtown)	Maintain what we already have
		Well-functioning city	Grow and maintain community buildings and services	More diverse small businesses
		Employment opportunities	Build on communication efforts (especially crisis comms and offline access)	More diverse population
		Neighbor	More community events	More parking and make it safe/more attractive to walk
		Proximity to the natural world	Keep the SAM	Eliminate bottlenecks created by one-way streets on couplet
		Arts community		Better communication on change and development
		Community events		Move forward on community campus
		Small town vibes are key assets		Move forward on aquatic center
		Everyone willing to help everyone		
		Small town life with urban amenities		
		Culture of betterment		
Economic Development advisory board	6	Family is here ✓	Sandyfest	More living wage jobs (industrial, manufacturing, medical) ✓
		Employment opportunities	Community festivals	Retail shopping options
		Proximity to Mt. Hood ✓	Trails and parks ✓	Nice restaurants (specialty/variety)
		Natural features ✓	Mining Park	Ease traffic on 26 (bypass)
		Outdoor recreation ✓	Tanedi	Stronger farmers market
		Green buffer to the west	Public employees	Downtown walkability
		Community feel	Small business community	More speed limit enforcement
		Community cohesion	Volunteerism (Hot Farm, Sandy Helping Hands, Action Center)	More parking
		Relationships with neighbors	Sandy Style architecture	Medical facilities (hospital, pediatrician, urgent care)
		Live and work in the city "non-commute"	Urban Renewal District	Support for aging in place
			Community events	Childcare facilities
			Downtown beautification	Infrastructure that keeps up with growth
				Ensuring we have a vision and take action on it
				Keeping "that's crazy" at bay
				More employment density
Sandyfest advisory board	5	Not happy with Gresham	Historic buildings	Manage growth
		Sandyfest ✓	Quality of Sandyfest	Ease traffic
		Available housing	Generations of families	Bring back Fried Fridays
		Small town/medium town feel	Support for local businesses	Defend quality of life
		Lower crime rate	Strong local business community with lots of collaboration	Connect dots with results
		Walkability	Smaller buildings	Left on red signs
		"Everybody knows your name"	Parks ✓	Traffic circles
		Local businesses	Trails	Kate Schmidt completion
		Not inundated with big box stores	Local control (Sandyfest, transit) out of Metro	Volunteering professional services
		Grew up here	Mountain festival	Family wage jobs (light industrial, class A office)
		Sandy Style	Events at Meinig	Office space/workhiring
		Location	Mural/murders in the park	EV charging
		Proximity to Mt Hood	Community events foster a small town feel	Upgrade power network
		Family	Museum	Upgrade sewer and water
		Employment opportunities	Public art	Underground utilities
			Capitalize on heritage	Short term rental neighborhood
				Aging in place/assisted living
				Hospital
				Destination hotel
				Fine dining
				Sports complex
				Pool
Chamber of Commerce	10	Housing used to be affordable		
		Small community		
		Get away from Multnomah County		
		Rural area without close neighbors		
		Family was here ✓		
		Business opportunity		
		Proximity to outdoor recreation		
		Safe for family		
		Hub for larger area		
		Lots of outdoor space		
		Low business competition		
		Business visibility on highway		
		Growing market		
		Schools in one city		
		Local businesses		
Police Department	2	Family		
		Access to amenities		
		Out of busy area		
		Good city to work for		
		School district		
		Job opportunities		
		Keeping growth (job creation, community policing, relationships)		
		Local businesses		
		Slower pace		
		More affordable housing		
		Small town***		
		Kids could walk to school		

Q1 Why did you chose to live in Sandy?	Q2 What makes Sandy special today? What should we strive to preserve or enhance?	Q3 What about Sandy would you like to change in the future? What can improve?	Q4 Is there anything else you want to share about the future of Sandy?
The small town feel, the rural atmosphere and the the ability to live in the country but only minutes from town	Sandy is special because its small. It has a boutique, little bakery type feel that should be preserved. A bypass would not only hurt the small businesses that rely on the business that bustles our downtown but would also hurt the small town feel that we have. We have a lot of new residents not who will not stand to live on their property that was once a beautiful, tranquil place once there is a busy bypass in their front yard. Sandy would become a smaller version of Portland and loose the identity that it's residents value.	I enjoy Sandy how it is now. I moved to Sandy recently for what it is. I did not move there to live in a city or have a bypass in my front yard. There's a fine balance with growing Sandy and not loosing it's identity.	The city's money should stay within Sandy and enrich the lives of the people who spill it home. The bypass would negatively impact the resident's who's land is in it's path. The businesses that are downtown that rely on the traffic that the bypass would take away. The bypass is not worth the impact it will have on people's lives. The money should be going to help schools, businesses, original infrastructure such as road repairs not spending $100mm tax payer dollars to benefit people who don't even live in Sandy
My family and I chose to live in Sandy because I was looking for somewhere to settle down. I knew that Sandy would not have chosen to settle down in Sandy. To leave Multnomah County	My fall: 1) Tickle Creek Trail, Meinig Park, and Fantasy Forest; 2) Mt. Hood Athletic Club; 3) Tidgate Coffee; 4) Pizza 76; 5) Fishing in Portland and feeding Sandy; 6) Proximity to the Salmon River, Mt. Hood, and Hiking; 8) Proximity to Portland and the Gorge. not a big City and lower crime	My fall: 1) Install more trails and parks, especially newer park amenities like pump tracks, natural playgrounds, and splash pads; 2) Improve Meinig Park (more parking, better restrooms, some replacement); 3) Install sidewalks in sections that are missing or deteriorated; 4) Slow traffic on HWY 26; 5) Work with OTSD to have newer elementary school options as Sandy Elementary and Pleasant Valley are both outdated; 6) Improve Al Tum Pleasant Street into a vibrant downtown walking, shopping, and eating/drinking destination; a Highway bypass around the City	I really hope the City can pass a bond for a new aquatic center and upgrades to existing parks. I also hope that the City can pass a bond for a new or renovated elementary schools. The children and parents in our community deserve better! Add more and protection for Parks and Trails and Waterways
Quieter than Portland (where we moved from). Affordable larger lot size for our house. Closer to outdoor recreation that we enjoy.	The downtown 'walkability' and infrastructure for local shops and eateries and goods. Keeping the 'small town' vibe but enhancing the quality and attractiveness for small biz owners. I'm still learning and exploring Sandy after 1.5years living here so I can't fully say. We do appreciate the trails that are in place. I can't understand why some streets in Sandy are so narrow, few neighborhoods are designed with narrow streets. Is this to give the developers more room for houses?	If Sandy wants to boast that they are not like Portland, why is the food court named Sandlandia. Sounds a lot like Portlandia.
In what I would afford.	Small town feel	
Easy access to recreation areas. Smaller town far enough away from Portland, but not too far.	Access to recreation areas. Controlled growth, not too fast (like it's been). Move away from the main road (traffic). Build up a side street to have outdoor eclectic dining experiences (outdoor, too). I recently visited Bend and there were so many places to choose from.	Need more opportunities for kids/teens. Need a community center (even if it doesn't include a pool). Covered areas with all the rain. Low cost things to do for people after school/work. Need to have a Mayor that actually cares about the City v. using it as a platform and stepping stone.
At the time, it was affordable and had a safe, small town feel while being close to a major city.	Walking trails, community events, liberal community values.	Traffic on the main road has gotten out of hand. More crime reported recently. Also adding more businesses that are not needed (i.e. Dollar Tree, Dollar General). We have at least one more liquor store option and a dispensary. A Trader Joes and Target would not be unwelcome either. I love this town, but think if we are going to continue to grow we need more stores, more sidewalks, and better traffic solutions.
Husband grew up in Sandy.	Sandy is a small town.	Rampant development and increasing traffic is impacting our quality of life. High density has changed the traffic. I am scared to turn left onto Bluff Road from Nettle Connell Drive. Traffic backs up a lot. I'm not sure what the solution is, but I'm sure it's not more density. Other Portland suburbs have a lower density than we have with family heights. It was already a strong bet. Traffic all times is really heavy. I wish sometimes forever making a left turn onto Hwy 26, as well. My street Nettle Connell Drive use to be a dead end- I went to a meeting at City Hall before Nettle Connell went through and it was the closed High density. It was already a done deal. High wage jobs need to be available in Sandy to avoid being a bedroom community with less of community engagement and identity.
It had a good feel	Kindness and helping your neighbor, accepting others opinions	I would love to deepen traffic through town, improve our aging school buildings, and bring businesses to the downtown that people actually want to visit that aren't head shops or bars. I hope there is less high density areas
Grew up here, 3rd generation	Natural beauty. Gateway to mt hood	The highway running threw the middle. Sandy could be a cute town. The traffic ruins it. More Artisan shops and less chain stores.
Small town, grew up here.	Mountain days, community events	
Many years ago Sandy was a wonderful small community and a great place to raise children.	Nothing makes Sandy special any more. Too many housing developments have increased traffic and crime. Update Zoning to allow for 1/2 acre or 1 acre lots. This will bring higher end homes to the area and less lower income, higher density housing. A small town can still take too many houses as the infrastructure has not been updated when it should have been. The bypass should have done years ago instead of "Plan B" in front of the business district to the other and be able to feed both ends. Think Redmond. They did it right. No, because I'm probably leaving Sandy. It's not peaceful any more
I love just outside Sandy. We chose to raise our children where there was still plenty of outdoor activities available. We wanted to be just outside of Sandy because it was a small town, but not too far away from the conveniences of Sandy was also a close (Hendricks, gorge, Portland)	The small town has a lot to offer. SAM was a draw when we moved, especially that it was free. I signaled a vital town with the right priorities. SAM must remain. Sandy Days and Jam Festival is wonderful, but I would like to see it be a little more family friendly. I like the small town feel. That Walkability should be improved. Availability of teen activities, whether that is disc golf in the park, enhanced skate park, a bike park, a better pizza parlor, an ice rink, a climbing facility, a The Bally Meadows sub-division - The Developer should have had built the road, we must be better	The housing is typically very small lots with homes that don't seem to be built to last. I would create some more starter space with larger lots and mixed used housing sprinkled in. I would also love to see the culture that is here (outdoor, athletic, adventure) embraced in more available opportunities.
The mountain life	The mountain life. Traffic.	A destination skatepark that would be cutting edge and highlight our community with fab, art, and outdoor promotion & walkability.
Close to ski resorts, new high school, trees, affordability, small town feel but with restaurants & walkability, parks	Preserve parks, views of Mt. Hood, no homeless on the streets or in the parks	Trendy Hyster traffic is pushing the 26 through Sandy making it virtually impossible for residents to get around and navigate through town. Please Abolish "Cartlandia" this hurts local established businesses.
Born and raised	The true Oregonians make it special. Gentrification is destroying our uniqueness.	Too many "cookie cutter" housing developments that attract Californians and other outsider mentalities. Less people, less traffic.
My parents moved me here in the 90s.	The core sturdy, historical buildings with sonic-western architecture, and the now mostly gone "small town" community feel.	I would love to deepen traffic through town, improve our aging school buildings, and bring businesses to the downtown that people actually want to visit that aren't head shops or bars. Less people, less traffic.
Good deal on new house	Nothing comes to mind	Better restaurants, more art shops, more ambiance.
When I came to Sandy it was the small-town feel that I was looking for. I had lived in the Portland area for years and it was time to move on. I'm a big fan of the Mountain and my work in Gresham. Great schools at the time.	Well a lot of the reasons that I moved here are no longer intact or available, no public pool, schools are a mess and the City is crowded and the cost to live here is much increased. CT is better than other places but the streets and planning have not kept up. Lots of rain sticking from the wastewater issue to the domestic water and the transportation. We say indeed to work to preserve the community's heritage and I would say we need to move on the pool and the purchase of Cedar Ridge school property. The pool is a huge community asset that is lacking. The school property is a huge asset that the City has opened the school for a Daycare Center operated via contract and keep the property being used. Let's build and fund a public-water facility including the 8-maintained pool. Yes, this will take money from other projects, but it is a community asset that is lacking. I would like to see the Athletic Club pool and maybe a City or third-party operated pool would give them some competition, they have very low open hours for family events and can not serve the entire community. See above
Close to nature, clean and safe, cheap.	The parks.	The level of teleprocrastinity towards hate and lack of public safety. The whole past few years with the rise of homeless visitors, so much crime has increased, the cost of living doesn't add up, things are not worth what they are, I am often bepeaved with SHS basketball team saying racial slurs. If I thought this town was safe and viewed a little cooperative, but now we're thinking about leaving because there is just a level of tolerance from higher ups (school admin, school district leaders, mayor, etc.) I'm fine type of stuff that I don't want my son raised in. I'd love to see this town get educated on igbtq autistic rates, what bin really means and how the "blue lives matter" flag kinda stunk in our police station, and the red one at the fire station. Also, a mayor who doesn't tolerate this kind of stuff would be great. It's hard to be a part of a community that is pretty much not accepting anyone who doesn't fit into its bigoted box.
My family lives here and I was able to find affordable housing.	The parks and I feel safe walking in my neighborhood and in the city parks	Fix the pool!! Invest in the community so we can have a place like the East Portland Community Center on SE 108th in Portland. My neighborhood has a Walk Score of 22 out of 100. This city is a Car-Dependent city so almost all errands require a car. This needs to change.
I'm a divorced single mom whose parents live in Rhododendron. After my marriage fell apart, I moved home. After 2 years of working hard and saving together a down payment for a house, Sandy seemed like a logical choice. So many location. Good school district. Friendly people, family lives here.	My house is on a street that encircles a little park. It's one of the reasons I bought it in the first place. I love the park. It's a wonderful community asset. Unfortunately, it's also a haven for drug activity. Police stopped by so I felt like the situation was resolved. But after supper, she was still there, complete with her lifeguard stopping cart with a dust-layed on extra veiled in front. I walked up the sidewalk prepared to tell her to move out, just in time to see her shoot up IV something or other. It was disturbing to say the least. I told her to leave and that I was going to stand there until she did. The Tickle Creek Trail. Meinig Park. My neighbors. Tickle Creek Trail, Meinig Park. My neighbors. police showed up, but I felt like I had to do something. I called the police and reported her. They were not allowed to arrest her. And, I am a registered nurse. I managed the Fresenius Dialysis Clinic for 4 years. Transients live in the woods behind the clinic, do drugs under the shelter of our clinic, trash it up with graffiti, leave garbage everywhere. Great school district. Friendly people, family lives here. I really wish the swimming pool would reopen. There needs to be more family/kid friendly things to do. Try to keep the small town feel as much as possible.
Get away from homeless, less high density housing	Don't allow more apartments and keep the homeless out!!	More community programs, improvement on infrastructure to decrease traffic. The park behind the old rabbit school needs to be visible and anything new that is done should be done too keep teenagers from making it a trash pit and to clear the homeless out of the woods.
Smaller community, outdoor activities, could purchase land, focus on kids.	Community involvement	Better side walk system, more bike friendly, less homeless. Keep Sandy a smaller community
		Better schools, thrift developments, bring the community back together (it feels very divided), community pool, homeless issue and crime

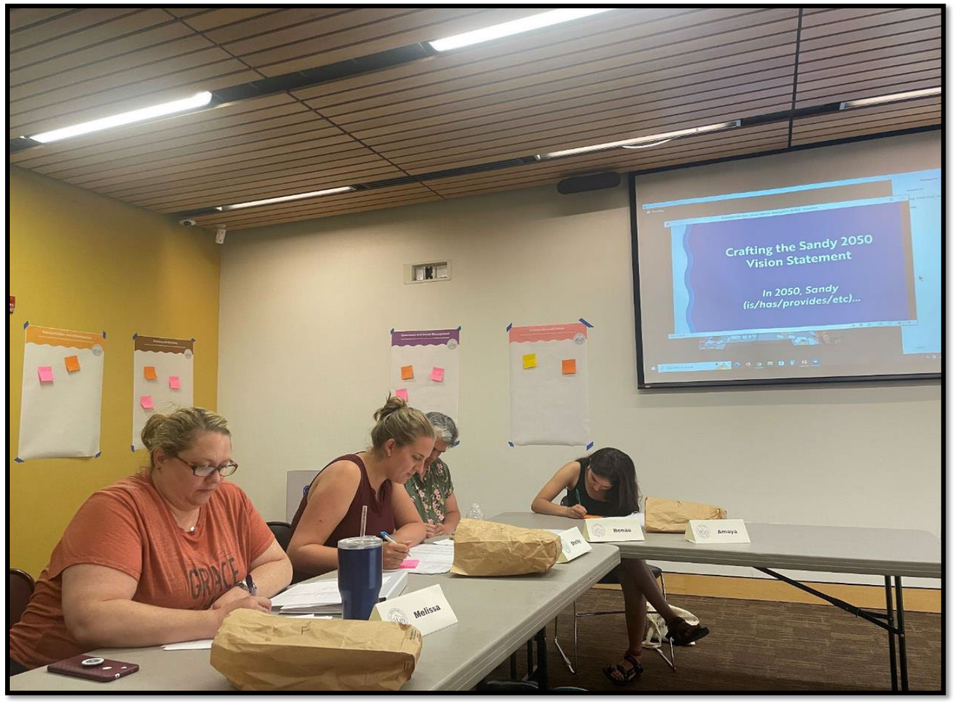
Identifying key themes and ideas

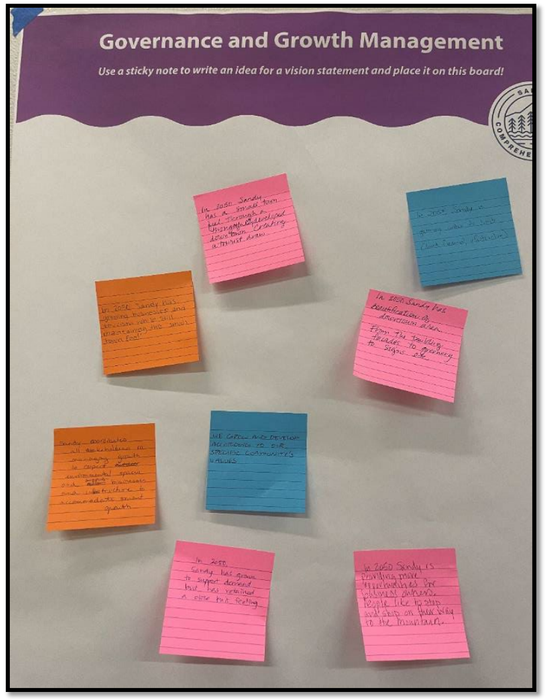
mountain
PORTLAND
OUTDOOR
parks
small town
COMMUNITY
feel
family
SCHOOL
HISTORY
friendly
Mt. hood
BUSINESSES
Joe's Donuts
housing
nature
food
downtown
special
city
grew
trails
EVENTS
ACTIVITIES
PEOPLE
safe
rural
clean
home
Meinig
SandyNet
kids
preserve
TICKLE CREEK
GOOD GREAT
local
opportunities
low crime
walkability
PROXIMITY
AFFORDABLE
PARENTS
neighborhoods
restaurants
shops
WORK
BIG
gresham
beautiful
recreation
amenities
SUPPORT
LIFE
access
views
trees
streets
HOMELESS
ENVIRONMENT
amazing
gateway
different
PROGRESSIVE
ACCESSIBLE
DEVELOPMENTS
TRANSPORTATION
SECURE
biking
farmers
LITTLE
children
land
museum
location
daughter
commute
PARADISE
WONDERFUL
ATMOSPHERE
TRAFFIC
HUSBAND
LANDMARKS
enforcement
pretty
helping
assets
employment
loved
size
youth
fun
ski
road
lights
job
lot
place
outside
acreage
potential
EVERYTHING
QUIET
buildings
neighbors
growth
baseball
green
CUTE
SCENERY
BREAK
modern
forest
BEAUTY
BUILDING
afford
forests
happy
metro
ARCHITECTURE
prices
enjoy
club
sports
pool
highway
government
culture
county
Multnomah
ART PARK
festival
residential
public
FOOD CARTS
raised
easy
cost
open
nope
style
police
ability
country
energy
skatepark
friends
stores
programs
river
space
born
property
canopy
hiking
service
LOCAL
SLOWER
places
relationships
diverse
QUALITY
PLANNING
CONNECTION
WATER
BREAK
homes
unique
quaint
welches
density
values
baskets
MATURE
RESIDENTIAL
landscape
population
lake
LANDSCAPE
TRANSIT
KINDNESS
outside
lake
LAKE
LIFE
CULTURE
STRUCTURE
MARKET
BUILDING
BEAUTY
SCENERY
BREAK
COFFEE
EVERAGE
FLOWER
WELCOME
UNIQUE
QUAINT
WELCHES
DENSITY
VALUES
BASKETS
HOMES
MATURE
RESIDENTIAL
LANDSCAPE
POPULATION

What did we hear?

What about Sandy would you like to change in the future?

Crafting the Sandy 2050 Vision Statement

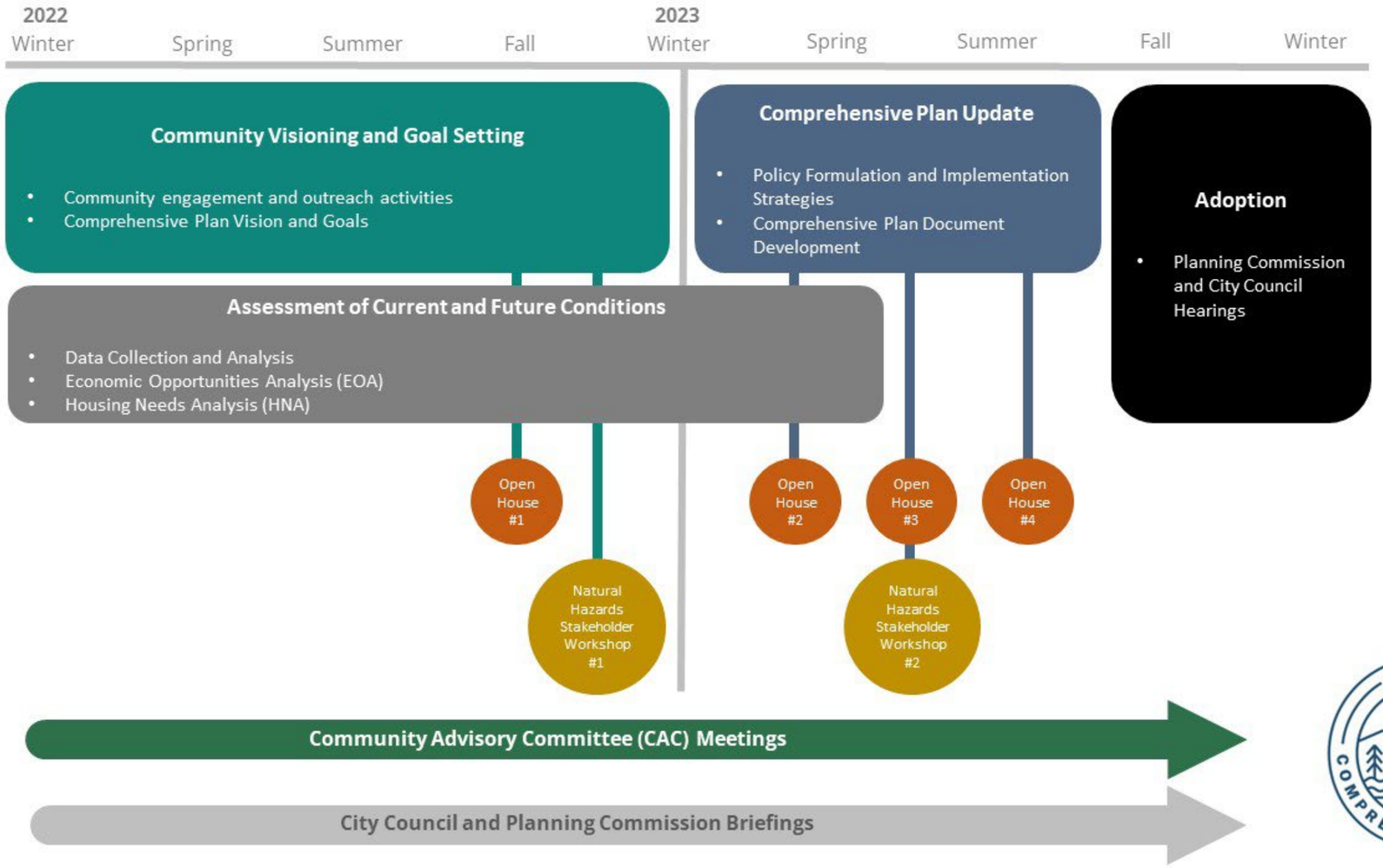

Crafting the Sandy 2050
Vision Statement
In 2050, Sandy
(is/has/provides/etc)...
Melissa
Brenda
Amaya


Governance and Growth Management
Use a sticky note to write an idea for a vision statement and place it on this board!

What's Next?

- Develop draft Vision Statement **(August)**
- Review and vet draft Vision Statement with CAC **(September 21st)**
- Host a *Sandy Future Fest* at the WipperSnappers Kids Play Place! (**September 28th**)
  - *Share the draft Vision Statement and identify community goals*
- Report back to City Council with the draft Vision Statement and feedback from the community (**October**)

Project Schedule



Any questions?

Thank You!

MINUTES
City Council Meeting
Monday, August 1, 2022 6:00 PM

COUNCIL PRESENT: Stan Pulliam, Mayor; Jeremy Pietzold, Council President; Laurie Smallwood, Councilor; Richard Sheldon, Councilor; Kathleen Walker, Councilor; and Carl Exner, Councilor

COUNCIL ABSENT: Don Hokanson, Councilor

STAFF PRESENT: Jeff Aprati, City Recorder; Tyler Deems, Deputy City Manager; Rochelle Anderholm-Parsch, Parks and Recreation Director; Don Robertson, Board Member; and Andi Howell, Transit Director

MEDIA PRESENT: (none)

1. CITY COUNCIL WORK SESSION - 6:00 PM

1.1. Implementation Strategies to Increase Parks SDC's and Fee-in-Lieu

Staff Report - 0601

The **Parks and Recreation Director** summarized the staff report, which was included in the agenda packet. Technical details and a slide presentation (also included in the packet) were presented by FCS Group. Don Robertson, **Parks and Trails Advisory Committee Chair**, also provided recommendations, history/context, and perspectives on the importance of increasing charges and funding park system improvements.

Council discussion ensued on the following issues:

- Comparative differences between maximum possible charges and adopted charges in other cities
- Other cities are currently reviewing their charges for possible increases
- Other comparison cities may not have extensive trail systems
- Some of Sandy's parkland is undeveloped, which may impact service level calculations
- Whether other cities use bond funding to supplement their parks systems
- The importance on investing in high quality amenities, rather than a larger number of low quality amenities

Draft

- Differences between the usage of development fees versus reimbursement fees
- Investing in amenities in established neighborhoods versus new neighborhoods
- Efficiency of limiting new pocket parks
- Clarification that lower SDCs result in a longer timeline for implementation of the Parks and Trails Master Plan
- Clarification that reimbursement fees are more flexible, but they are limited to only a portion of the SDC
- History and context of the City's use of Fee in Lieu funding
- Concern regarding charging the maximum allowable amount
- Discussion regarding the impact of the possible future establishment of a parks special district
- Possible impacts of SDCs on home prices and housing affordability
- Support for an incremental implementation approach
- Desire to see an initial raise comparable with Sherwood and Happy Valley
- Need for legal clarity on usage of SDC funds in established parks
- Need to review the context of all SDCs being charges on development in the City, not only parks

It was the consensus of the Council that the Fee in Lieu amount should be raised as soon as possible, and that staff should present the Council with multiple implementation options for SDCs, including different total charges and different implementation timelines.

2. CITY COUNCIL REGULAR MEETING - 7:00 PM

3. Pledge of Allegiance

4. Roll Call

Note: **Councilor Sheldon** temporarily left the meeting near the end of the Work Session, and rejoined near the end of Old Business

5. Changes to the Agenda

The Consent Agenda was moved to after New Business

6. Public Comment

(none)

7. Response to Previous Public Comments

(none)

Draft

8. Old Business

8.1. **PUBLIC HEARING: Prohibition of Psilocybin-Related Businesses in Sandy**
Ordinance 2022-18

Staff Report - 0600

Staff Report
The **City Recorder** summarized the staff report, which was included in the agenda packet.

Public Testimony

Nathan Rasmussen, 2700 W Powell Blvd. #325, Gresham: research on the benefits of psilocybin treatment is promising; has personally found it beneficial with no ill effects

Shelley Denison, 2700 W Powell Blvd. #325, Gresham: noted her comments are hers alone and do not necessarily reflect the views of the City; emphasized the substantial research on psilocybin and its benefits; noted her own past mental health challenges and the hope that psilocybin treatment provides to her personally; emphasized the importance of Measure 109 to individuals struggling with mental health throughout the state and urged the Council to reconsider and reject the proposed ordinance.

Council Discussion

- Nothing prevents people from buying psilocybin in other nearby communities and bringing it to Sandy
- Measure 109 did not include any tax provisions
- Understanding and empathy toward those who need psilocybin
- Concern that psilocybin use could be abused
- Concern regarding increasing public safety impacts
- Comparisons to the Sandy's decision to not allow marijuana facilities
- Acknowledgement that psilocybin has benefits for some and research should continue
- Emphasis that Sandy is a small town and should not have to lead the way on such issues
- Possibility that the decision could be different if Measure 109 allowed for supervised clinical use only
- Clarification that the state law does not allow local governments to prohibit psilocybin facilities without approval of the voters in the jurisdiction

Draft

- Reiteration that the Council could choose to replace a general prohibition with more targeted time, place, and manner regulations in the future

Moved by Laurie Smallwood, seconded by Carl Exner

Close the public hearing.

CARRIED. 5-0

Ayes: Stan Pulliam, Jeremy Pietzold, Laurie Smallwood, Kathleen Walker, and Carl Exner

Absent: Richard Sheldon and Don Hokanson

Moved by Laurie Smallwood, seconded by Carl Exner

Approve the first reading of Ordinance 2022-18

CARRIED. 5-0

Ayes: Stan Pulliam, Jeremy Pietzold, Laurie Smallwood, Kathleen Walker, and Carl Exner

Absent: Richard Sheldon and Don Hokanson

Moved by Jeremy Pietzold, seconded by Carl Exner

Approve the second reading of Ordinance 2022-18

CARRIED. 5-0

Ayes: Stan Pulliam, Jeremy Pietzold, Laurie Smallwood, Kathleen Walker, and Carl Exner

Absent: Richard Sheldon and Don Hokanson

8.2. **Resolution 2022-19**

Note: **Councilor Sheldon** rejoined the meeting during this item.

The **City Recorder** summarized the staff report, which was included in the agenda packet.

Moved by Jeremy Pietzold, seconded by Laurie Smallwood

Adopt Resolution 2022-19

Draft

CARRIED. 6-0

Ayes: Stan Pulliam, Jeremy Pietzold, Laurie Smallwood, Richard Sheldon, Kathleen Walker, and Carl Exner

Absent: Don Hokanson

9. New Business

(none)

10. Consent Agenda

10.1. **City Council Minutes**
July 18, 2022

10.2. **Authorization of TriMet Subrecipient Agreement**

Staff Report - 0603

Moved by Carl Exner, seconded by Richard Sheldon

Adopt the Consent Agenda

CARRIED. 4-0

Ayes: Stan Pulliam, Richard Sheldon, Kathleen Walker, and Carl Exner

Abstained: Jeremy Pietzold and Laurie Smallwood

Absent: Don Hokanson

11. Report from the City Manager

The **Deputy City Manager** updated the Council on several upcoming events, including Starlight Cinema, Summer Sounds, National Night Out, and the Employee Picnic.

12. Committee /Council Reports

Councilor Exner

- Concern regarding large trucks on Langensand

Councilor Walker

- The Library is organizing great events
- Kiwanis will soon host a community breakfast event
- Need for a meeting on housing density calculations

Councilor Sheldon

- Staff needs to take action regarding large trucks on residential streets

Draft

- Thanks to staff for improving pedestrian crosswalk visibility on Dubarko
- A ribbon cutting event will occur soon for the new storage facility

Councilor Smallwood

- Tour of parks is upcoming
- Concern regarding the lack of updates to Council on how property owners affected by the 362nd / Bell project are being accommodated

Council President Pietzold

- Economic Development Advisory Board met again on the strategic planning project
- Concern regarding garbage trucks picking up too early without adequate public notice

Mayor Pulliam

- The Transit Department is looking into microtransit possibilities
- Met with the owner of the Smith Building; possibilities exist for a high end grocery store, a tasting room, and/or office space
- Estacada is experiencing challenges related to the location of a new splash pad
- The multiple community events and use of covered structures are creating a great summer atmosphere

13. Staff updates

13.1. Monthly Reports

14. Adjourn

Draft

_____
Mayor, Stan Pulliam

_____
City Recorder, Jeff Aprati

Staff Report

Meeting Date:	August 15, 2022
From	David Snider, Economic Development Manager
SUBJECT:	Special Service Contract Program - Midterm report

PURPOSE / OBJECTIVE:
Midterm annual report to the full City Council on the progress regarding applicant performance measures with regard to the Special Service Contract Program.

BACKGROUND / CONTEXT:

Introduction
The Special Service Contract Program (SSCP) provides regular funding from the City of Sandy for local non-profit organizations providing services to the citizens of Sandy. The SSCP application review panel is currently comprised of three city councilors (Councilors Pietzold, Exner and Walker). The panel last met here at City Hall during the evening of September 29th, 2021, to review applications for the upcoming biennium and determine which performance measures the Council would like to track.

The midterm information presented in this report was collected from the four non-profit organizations that are currently participating in the Special Service Contract Program as a condition of approval for the 2021-2023 biennium.

AntFarm Youth Services
CommunityConnect Program
Biennial funding awarded: $6,000

		2021	2020
Service visits	# of unduplicated visits:	140	201
	Total # of visits:	359	392
Volunteer info	# of volunteers:	102	82
	# of volunteer hours:	3,937	2,033

	# of youth volunteers:	93	65
Donations	Program donations:	**$21,363**	**$25,882**

The CommunityConnect program serves the most vulnerable senior citizens in NE Clackamas County. The program provides a labor force of AntFarm youth volunteers to perform outside maintenance tasks (mowing lawns, landscaping maintenance, stacking firewood, cleaning gutters, etc.) that program participants cannot physically complete themselves and cannot afford to pay others to complete for them.

According to their midterm report, the CommunityConnect Program assisted 169 seniors in 2021, but 29 of these seniors were assisted multiple times throughout the year. All 29 of the seniors receiving multiple service visits had significant mental health and/or physical health impairments that would have prevented them from living independently unless additional services were provided. The City's Code Enforcement office regularly refers eligible citizens to this program for assistance with cleaning up and closing open code enforcement citations.

In 2021, 14 adult staff and volunteers supported 93 youth volunteers, a significant increase in youth participation in the program, even as COVID-19 Juvenile Justice referrals for community service to the program were lower than usual. With the number of total program volunteer hours nearly double that of 2020, the value of this youth labor in the community (if using the approved IRS-approved hourly rate for volunteers of $28.54/hour) would be $112,361.

Sandy Community Action Center

Monthly food boxes, outreach & service coordination
Biennial funding awarded: $20,000

	2021	2020
Average monthly food boxes:	**128**	**221**

As the COVID-19 pandemic began to wane in 2021, the overall demand for food assistance began to drop back down to normal levels (2019 monthly average was 136). However, the Action Center made a lot of operational changes due to the pandemic over the last couple of years that are noteworthy. The first and perhaps most important change made in 2021 was to return the food pantry to the "self-shop" style of distribution it had enjoyed pre-COVID. Providing clients the basic dignity of assessing their own needs and selecting their own goods was a priority for the organization, and this also allows staff to interact personally with clients while doing some "community building."

Other improvements in service outreach for the Action Center in 2021 included new methods of communication with the general public through flyers distributed through the Oregon Trail School District, an general increased presence on multiple social media platforms, a new Spanish language needs survey for Spanish-speaking clientele, working with Neighborhood Missions and the Hoodland Senior Center to supply dry goods and fresh produce to the mountain communities, and additional promotion of programs targeted at local homeless populations (Meal Site, Lunch Box Program). The organization also engaged in more public speaking opportunities, with the executive director speaking at Boring & Dull Day, multiple events with the Route 26 Cruisers and a presentation to the Boring CPO.

The Action Center continued its strategic partnership in 2021 with several area organizations, including:

- Sandy Social Service Task Force (community needs assessment)
- Sandy Connect (service coordination)
- Sandy Ministerial Association (assembly and delivery of Thanksgiving boxes)
- Sandy Community & Senior Center (PGE utility assistance program, multiple event promotion)
- Multiple agencies (promotion of COVID-19 vaccination events)
- Neighborhood Missions, Hoodland Senior Center (supplying dry goods & produce to the Villages)

Sandy Historical Museum
Student interns
Biennial funding awarded: $15,000

2021		2020
Visitor Count - Sandy	224	60
Visitor Count - OR outside of Sandy	376	90
Visitor Count - US outside of OR	489	110
Visitor Count - Intl	14	6
Visitor Count - unknown origin	198	-
Visitor Count - total	**1,301**	**266**

Interns	2021	2020
Orisis Angel	0	14.5
Alejandra Ortega	0	86
Corbin Fitzpatrick	200	233
Chloe Gettman	62	117
Zander Ortega	132	30
Total hours	**394**	**480.5**

2021 was a year of transition back to normalcy for the Sandy Historical Museum. While the visitor center and gift shop were reopened on June 30th, 2020, the museum itself did not open back up to the general public until May 1st, 2021. By the end of the year, they had bounced back to about 50% of their normal, pre-COVID numbers of visitors, and visitor number continue to slowly increase. Although museum staff was only able to capture information for 1,103 visitors throughout the year, they also counted another 198 visitors that came in but did not sign into their guest book for a total of 1,301 visitors in 2021.

There were five local student interns who worked for the Sandy Historical Museum in 2021 – they collectively provided 394 hours of labor for the organization. Three of these interns still worked for the museum at the end of 2021. One ended up transitioning into a paid employee after 3 years of employment with them, and another graduated from SHS and left for college after a year of employment.

The student interns hired through this program have changed the organization for the better, according to board members Ann Marie Amstad and Wynn Thies, and the Board of Directors has been extremely pleased with the quality of interns they have ended up working with. The intern staff can get vital work for the museum done much more efficiently and quickly than the mostly retired volunteer staff can, and their youthful enthusiasm has re-energized the organization. In addition, the interns have been providing an intuitive understanding of technology that has helped update and improve processes behind the scenes, as well as assisting the volunteer staff with learning how to use new software and electronic tools.

Sandy Area Chamber of Commerce

Business Resource Center (BRC) funding

Biennial funding awarded: $19,000

	Sandy area (city limits)	Boring	Estacada & Eagle Creek	Villages	total
Businesses contacted:	296 (193)	418	590	168	1472

Types of services requested through BRC:	Total # of businesses	In Sandy city limits
Marketing/advertising:	10	2
Employee recruitment/retention:	31	12
Employee benefits/management:	1	0
General business ops:	6	2
Business expansion/pivot:	4	1
Inventory/supply chain issues:	15	7
Finances/accounting/taxes:	2	0
Help with existing grant/loan:	4	2
Acquiring grants :	27	7
Acquiring loans:	14	4
Acquiring PPE:	58	44
Total:	**172**	**81**

Marketing and digital outreach:

- Social media outreach: 70+ Facebook posts; over 14,000 people reached
- Email: 36 separate email messages to over 400 contacts
- Print: 2 ads placed in Pamplin newspapers, 1 ad placed in the Mountain Times, 1 ad placed at Sandy Actors Theater

The Sandy Area Chamber of Commerce has been operating a Business Recovery Center (BRC) out of their local office since November of 2020. The BRCs are a program operated and primarily funded by Clackamas County to provide assistance and resources to the local business community needed to recover from the economic downturn due to the pandemic. Services are offered in multiple languages and may include answers to business questions, and assistance with connecting to educational, financial and technical resources, referrals to organizations and resources. The City of Sandy's contribution to the Sandy BRC has substantially increased the amount of outreach they have been able to do, totaling almost 300 businesses just in the greater Sandy area alone, and almost 1,500 businesses total in east Clackamas County. There were 197 contacts made within Sandy city limits in 2021.

Business resource centers offer a variety of different kinds of business assistance depending on the needs of their clients, as shown in the table above. The broad category businesses were most interested in was acquiring personal protection equipment (PPE) with 44 requests in Sandy, followed by 12 requests for assistance with employee recruitment and retention and 11 requests for assistance with COVID-19 grants and loans. The requests from Sandy were similar to requests for assistance seen elsewhere in the County.

Additional note: Clackamas County funding for the BRC was exhausted by April 1st of 2022. Senator Chuck Thompson was able to provide the Sandy and North Clackamas BRCs an additional $200,000 in ARPA funding in June of this year, and this was added to the funding received through the SSCP from the City of Sandy to continue BRC services for as long as funding remains. Currently, this funding will allow the BRC to continue operations until May of 2024. Estacada and Eagle Creek are not in Senator Thompson's district, but they will continue to be supported from a different funding source through the Oregon City BRC. SSCP funds will be focused on the greater Sandy area, and all additional funds provided through Senator Thompson's office will be focused on the following ZIP codes: 97009 Boring, 97011 Brightwood, 97028 Govt Camp, 97067 Welches, 97049 Zigzag.

Staff Report

Meeting Date:	August 15, 2022
From	Kelly O'Neill Jr., Development Services Director
SUBJECT:	Comprehensive Plan SOW Amendment

DECISION TO BE MADE:
Whether to amend the scope of work (SOW) for the Comprehensive Plan.

BACKGROUND / CONTEXT:
A Housing Needs Analysis (HNA) is one of the components a city needs to consider if the city wants to satisfy the housing needs of its residents. An HNA is both a product and a process that the city goes through to determine areas of need in their current inventory of housing and their buildable land supply. Because the comprehensive planning process in Oregon is based on cities having a 20-year supply of land, the HNA is needed to determine if the city is satisfying this need. If the city has a deficit of housing supply for the next 20-years, the city must either expand its urban growth boundary (UGB), increase the amount of allowed housing development on lands already within the UGB, or combine these two alternatives. The City last completed an HNA in January 2015.

The current SOW for the Comprehensive Plan does not include a HNA which was an oversight at the time. Per House Bill 2003, the City of Sandy is required to complete an HNA by 2025. Given the importance of housing needs and relationship to the Comprehensive Plan, it makes a lot of sense to complete this work now and use our planning consultant that is working on the Comp Plan update. The buildable lands inventory and needs analysis will be critical for informing the comprehensive plan update and land use policies and regulations, and complying with state requirements.

KEY CONSIDERATIONS / ANALYSIS:
While the 2015 HNA was developed in-house by staff, it was a major undertaking that took a large amount of dedicated staff time over a lengthy period. Relying on a professional firm with recent experience and specialized expertise will ensure the Comp Plan project remains on schedule.

RECOMMENDATION:
Staff recommends the City Council authorizes the amendment with 3J Consulting to add the Housing Needs Analysis scope of work.

BUDGETARY IMPACT:

The proposed amendment to add the HNA totals $38,000 for an overall contract amount with 3J Consulting of $288,960. We estimate that approximately $260,660 will be spent on the Comp Plan update project by the end of the current fiscal year, which means we would need to budget for an additional $28,300 on the Comprehensive Plan in fiscal biennium 2023-2025. We would have likely needed to budget for this additional amount in 2023-2025 anyway due to House Bill 2003 requirements.

SUGGESTED MOTION LANGUAGE:
"I move to authorize the City Manager to amend the Comprehensive Plan update agreement with 3J Consulting to include a Housing Needs Analysis for a total amount of $38,000."

LIST OF ATTACHMENTS/EXHIBITS:

- HNA Scope of Work
- Project Budget Update with HNA
- Public Comments Regarding This Agenda Item

ECONorthwest
ECONOMICS · FINANCE · PLANNING

DATE: July 5, 2022
TO: Kelly O'Neill
CC: Anais Mathez
FROM: Beth Goodman
SUBJECT: Sandy HNA: Draft Scope of Work

This memorandum presents a draft scope of work for the City of Sandy for developing a housing capacity analysis (HCA).

Task 1: Project Kick-Off and Public Engagement Plan

The purpose of the project kick-off is for Consultant to become familiar with local conditions and with City's planning documents, for the parties to confirm the objectives of the project and refine the project schedule, and for the City to prepare for the Project. ECONorthwest will contact City via a conference call to ask preliminary questions to establish project expectations and familiarize itself with city-specific concerns. ECONorthwest will verify the action items identified through this initial conference call with the participating City and will develop and share a proposed schedule for the actions required for the completion of all tasks.

The City will establish an advisory committee to provide input and guidance for the analysis and recommendations of this project. The advisory committee will make a recommendation to the Sandy Planning Commission about the products of the project.

Task 1 Consultant Deliverables:

- Proposed Project schedule

Task 2: Buildable Lands Inventory (BLI)

Consultant will prepare a draft inventory of buildable land consistent with OAR chapter 660, division 8. The BLI will be used to determine the City's residential land need in Task 3B. The BLI will be developed based on discussion with the advisory committee at one or more committee meetings.

The inventory will provide a comprehensive inventory of buildable residential and mixed-use lands within the Sandy UGB, starting with the information collected for the buildable lands inventory for the economic opportunities analysis. The inventory must identify the current status of land, in categories such as vacant, undevelopable, partially vacant, developed, potentially redevelopable, and public. For land that is vacant and partially vacant, the inventory must identify constraints that fully or partially prohibit future development, resulting in an inventory of buildable residential and mixed-use land.

The products of the BLI will be: a chapter in the HNA report, summary of buildable lands in tabular form, and maps that show the location of vacant and partially vacant unconstrained land. The BLI will be produced in a GIS-compatible format.

Task 2 Consultant Deliverables:

- Draft BLI narrative and methodology, as part of the housing needs analysis report, including summary tables and maps
- Advisory Committee meeting #1

Task 3: Housing Needs Analysis

The purpose of this task is to develop a housing needs analysis that is compliant with the requirements of Goal 10 and OAR 660-010, as described in the Project Approach. The approach used to complete the Housing Needs Analysis should be consistent with the approach described in Task 2 of the *Planning for Residential Growth* workbook to develop the housing needs analysis for the Sandy UGB. The specific steps in the housing needs analysis are:

1. Project number of new housing units needed in the next 20 years.

2. Identify relevant national, state, and local demographic and economic trends and factors that may affect the 20-year projection of structure type mix.

3. Describe the demographic characteristics of the population and, if possible, housing trends that relate to demand for different types of housing.

4. Determine the types of housing that are likely to be affordable to the projected households based on household income.

5. Estimate the number of additional needed units by structure type.

6. Determine the needed density ranges for each plan designation and the average needed net density for all structure types.

ECONorthwest will work with City staff to develop the key assumptions necessary for the housing needs analysis. Where possible and appropriate, ECONorthwest should consider use of "safe harbor" assumptions described in OAR 660-024.

Development of the HNA will include the following sub-tasks:

Task 3.A Housing Needs Projection

Consultant will prepare a draft housing needs projection consistent with OAR chapter 660, division 8. The housing needs projection will be used to determine the City's residential land need in Task 3.B.

The housing needs projection will provide information available about underrepresented populations in Sandy (as data is available), including BIPOC populations,[1] people with disabilities, people experiencing homelessness, extremely low income households, seniors, and

[1] BIPOC is Black, Indigenous, and People of Color.

farmworkers. The analysis will provide information about disproportionate housing needs experienced by these populations.

Task 3.B Residential Land Needs Analysis

Based on the outcomes of Task 3.A and Task 2, Consultant will prepare a draft residential land analysis that addresses how much land and what zoning the City needs to accommodate its Housing Need, comparing the demand and supply provided in the deliverables produced in Task 3.A and Task 2.

If the analysis shows that the Housing Need cannot be accommodated by the City's existing comprehensive plan, the draft residential land analysis will be developed concurrently with Task 4 in order to consider accommodating Housing Needs through changes to the comprehensive plan and land use regulations as required by OAR chapter 660, division 8 and 24.

Task 3 Consultant Deliverables:

- Draft housing needs projection and residential land needs analysis, as part of the housing needs analysis report
- Advisory Committee meeting #2

Task 4: Measures to Accommodate Needed Housing

Based on the findings of the Residential Land Needs Analysis (Task 3.b), ECONorthwest will identify options for changes to Sandy's residential policies, including the Comprehensive Plan, potential changes to zoning designations, and high-level changes to the Development Code to address housing and residential land needs determined in previous tasks. ECONorthwest will develop recommendations (in a technical memorandum) for changes to housing policies that align with the identified housing need in Task 3. The memorandum may also include suggestions for future changes to Sandy's affordable housing policies, which could be further considered in a future housing policy project.

ECONorthwest will discuss the proposed changes with the advisory committee at two meetings to solicit feedback and input into the recommended changes and will incorporate this feedback into the recommendations for changes to the City's housing policies.

City will schedule one public workshop or open house to present proposed changes to the Sandy's housing policies. City will solicit input from the public on the draft deliverables. ECONorthwest will coordinate with City on meeting arrangements and facilitate the public meeting(s).

ECONorthwest will participate in the following meetings with decisionmakers to present findings the HCA and get input in proposed policy changes: (1) the Sandy Planning Commission and (2) the Sandy City Council.

ECONorthwest will revise the memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs based on the feedback above.

Task 4 Consultant Deliverables:

- Memorandum with recommendations for changes to City's housing policies to address housing and residential land needs
- Advisory Committee #3 and #4
- One in-person public workshop or open house, including materials for the workshop
- Presentation to the Sandy Planning Commission
- Presentation to the Sandy City Council
- Revised memorandum with recommendations for changes to City's comprehensive plan and land use regulations to address housing and residential land needs
- Draft and Final HNA report

Proposed Meetings with the Advisory Committee

The scope above includes meetings with the advisory committee. For all advisory committee meetings, City will schedule and provide notice and an agenda. ECONorthwest will coordinate with City on meeting arrangements and facilitate the advisory committee meeting.

The following are the proposed meetings and discussions with the advisory committee:

- **Meeting 1: Kick-off and Buildable Lands Inventory Findings.** The committee kick-off meeting will be more than an overview of the work program and the state process. ECONorthwest will actively engage the committee in issue identification and desired outcomes. At this meeting, ECONorthwest will present the results of the residential buildable lands analysis and request feedback on the draft map with vacant and partially vacant buildable residential land.
- **Meeting 2: Housing Needs Findings.** This meeting will focus on the housing needs analysis and the key implications of the analysis, including disproportionate housing needs of underrepresented populations. ECONorthwest will present the findings of the housing needs projections and facilitate a discussion with the committee about the implications of the analysis for Maupin's housing policies.
- **Meeting 3: Options for Changes to Sandy's Housing Policies**. The meeting will focus on initial proposals for changes to Sandy's housing policies to address the unmet housing needs in identified in Task 2 and 3. ECONorthwest will solicit input and feedback on the proposed changes.
- **Meeting 4: Finalize Recommendations for Changes to Sandy's Housing Policies.** The meeting will focus on the final recommendations for change to Sandy's housing policies.

Proposed Budget

ECONorthwest proposes to complete the HNA on a not-to-exceed fee of $38,000, with some interaction with 3J.

Sandy Comprehensive Plan Cost Estimate Summary Tasks	3J Subtotal	GEOS Subtotal	Veritas Subtotal	ECONW Subtotal	TOTAL	Before Jul 1 2023	After Jul 1 2023
1. Project Management	**$21,260**	**$5,980**	**$2,970**	**$2,880**	**$ 33,090**		
1.1 Project Kickoff	$1,252	$260	$330	$320	$ 2,162	$ 2,162	
1.2 Project Administration	$20,008	$5,720	$2,640	$2,560	$ 30,928	$ 30,928	
2. Existing Conditions Assessment	**$11,344**	**$8,810**	**$0**	**$7,700**	**$ 27,854**		
2.1 Data Collection and Analysis	$6,672	$7,250	$0	$5,780	$ 19,702	$ 19,702	
2.2 Housing Snapshot	$3,136	$0	$0	$0	$ 3,136	$ 3,136	
2.3 SWOT Analysis	$1,536	$1,560	$0	$1,920	$ 5,016	$ 5,016	
3. Economic Opportunities Analysis and Housing Needs Analysis	**$1,024**	**$0**	**$0**	**$40,000**	**$ 41,024**		
3.1 Economic Opportunity Analysis	$1,024	$0	$0	$40,000	$ 41,024	$ 41,024	
3.2 Housing Needs Analysis	$2,000	$0	$0	$36,000	$ 38,000	$ 34,000	$ 4,000
4. Community Engagement	**$50,638**	**$21,830**	**$17,030**	**$4,240**	**$ 93,738**		
Task 4.1 Public Engagement Strategy	$3,244	$1,040	$1,320	$0	$ 5,604	$ 5,604	
Task 4.2 Advisory Committees (10) and Commission Briefings (8)	$19,636	$4,030	$0	$2,560	$ 26,226	$ 26,226	
Task 4.3 Community Events and Conversations	$3,936	$0	$2,970	$0	$ 6,906	$ 6,906	
Task 4.4 Stakeholder Workshops	$2,048	$11,120	$0	$0	$ 13,168	$ 13,168	
Task 4.5 Surveys and Online Engagement (4 surveys)	$5,248	$1,560	$5,810	$0	$ 12,618	$ 12,618	
Task 4.6 Open Houses (4 open houses)	$8,346	$4,080	$1,320	$1,680	$ 15,426	$ 15,426	
Task 4.7 Communication Materials	$8,180	$0	$5,610	$0	$ 13,790	$ 13,790	
5. Visioning and Goal Setting	**$8,368**	**$3,120**	**$0**	**$0**	**$ 11,488**		
Task 5.1 Sandy 2043 Vision and Goals	$8,368	$3,120	$0	$0	$ 11,488	$ 11,488	
6. Comprehensive Plan	**$13,016**	**$13,820**	**$0**	**$7,080**	**$ 33,916**		
Task 6.1 Policy Formulation and Implementation Strategies	$9,856	$12,260	$0	$7,080	$ 29,196	$ 19,464	$ 9,732
Task 6.2 Comprehensive Plan	$3,160	$1,560	$0	$0	$ 4,720		$ 4,720
7. Adoption (5)	**$5,370**	**$1,820**	**$0**	**$2,660**	**$ 9,850**		$ 9,850
Total Fees	**$111,020**	**$55,380**	**$20,000**	**$64,560**	**$ 288,960**	$ 260,658	$ 28,302

Jeff Aprati <japrati@ci.sandy.or.us>

City of Sandy, Housing Needs Assessment

1 me age

Shelby Butcher [redacted] Wed, Jul 27, 2022 at 12:31 PM
To: Jeff Aprati <japrati@ci.sandy.or.us>
Cc Shelley Deni on deni on@ci andy or u

Hi Jeff,

My name is Shelby Butcher and I'm a homeowner in the city of Sandy and also a former long standing employee of Habitat for Humanity Portland Region, a leader in affordable hou ing in the tate of Oregon I'd like to end over my sentiments about the upcoming request to include a Housing Needs Assessment in this budget cycle for the City of Sandy. I'm in full support of the added cost to conduct a HNA now, at this pivotal time in planning for the growth and future of the city.

As a member of the Community Engagement Committee for the Comprehensive Plan, I know that this HNA will be a great resource as we go into planning for the future of Sandy. The timing of conducting a HNA during such a pivotal time-- as Sandy is hitting charts for being one of the fastest growing communities in Oregon-- should be considered. The data that will be provided from the HNA would be put right to u e to inform the plan for hou ing in the city

Thank you for taking the time to read my comments.

Be t,

Shelby Butcher
17021 Bluff Rd Sandy

Staff Report

Meeting Date:	August 15, 2022
From	Jenny Coker, Public Works Director
SUBJECT:	Amendment No. 2 – West Yost Engineering Services for the Sandy WWTP Condition Assessment Improvements Project

DECISION TO BE MADE:
Whether to authorize the City Manager to execute a second amendment to the agreement with West Yost for additional wastewater treatment plant professional services.

BACKGROUND / CONTEXT:
At the December 14, 2020 meeting, City Council authorized the City Manager to negotiate a fee and scope of services with West Yost for design services for the Waste Water Treatment Plant (WWTP) Condition Assessment Improvements Project. The negotiated fee for the required services totaled $501,333. This contract was amended on August 23, 2021, to extend the contract by one year and add additional scope for the design of the tertiary treatment expansion. Amendment No. 1 increased the fee to $781,275.

This amendment, Amendment No. 2, covers the following additional services:

Extended Project Schedule
This amendment will extend services six months from October 2022 to March 2023. The construction of the WWTP Condition Assessment Improvements Project has been extended 3 months longer than expected due to equipment lead time delays. Additionally, West Yost will provide services for overseeing a stress test after the commissioning of the WWTP Condition Assessment Improvements Project that will extend a few months after construction completion.

WWTP Capacity Evaluation
The Environmental Protection Agency has requested the City submit information on unit operation capacities at the WWTP. This capacity evaluation will fulfill that request. West Yost will utilize their BioWin model to complete a desktop analysis of unit capacity and redundancy compared to Oregon DEQ required standards. The deliverable is a Technical Memo for EPA submission.

WWTP Stress Testing Planning and Implementation
Prepare and implement a WWTP stress testing plan to evaluate the WWTP peak flow and peak load capacity. Data from the stress test will then be utilized to calibrate the

BioWin Process model and prepare a final stress test report summarizing peak flow and peak load conclusions related to WWTP capacities.

Additional Design Support During Construction
West Yost has developed additional designs for the RAS pipeline replacement, secondary clarifier modifications, utility pump replacement, temporary aeration basin diffusers, and aeration basin bypass gate modifications that were not included in the original project scope. Plant deficiencies were uncovered during construction and these improvements were added to the project to ensure the functionality of the WWTP.

Additional Engineering Services During Construction
Requests for information and submittals for review by West Yost are more than originally planned and many of the submittals required more time than budgeted. This amendment will add additional effort needed to complete engineering services during construction through the end of the project.

The requested amendment totals $339,741.00. The updated proposal and a detailed description of the additional services are attached.

KEY CONSIDERATIONS / ANALYSIS:
The stress test scope of work is a key deliverable which will determine the re-rated capacity of the wastewater treatment plant, and the first deliverable of this scope of work is due October 31, 2022, therefore authorizing this work is important to meet this milestone.

RECOMMENDATION:
Authorize the City Manager to execute a second amendment to the wastewater treatment plant professional services agreement with West Yost.

BUDGETARY IMPACT:
The proposed Amendment, which totals $339,741.00, would be funded by the Clean Water State Revolving Fund (CWSRF) loan .

SUGGESTED MOTION LANGUAGE:
"I move to authorize the City Manager to execute a second amendment to the agreement with West Yost for additional wastewater treatment plant professional services, in the amount of $339,741.00."

LIST OF ATTACHMENTS/EXHIBITS:
- Draft contract amendment No.2, including a scope and fee for additional services.

WEST YOST
Water. Engineered.

5 Centerpointe Drive
Suite 130
Lake Oswego, OR 97035

503.451.4500 phone
530.756.5991 fax
westyost.com

July 12, 2022

SENT VIA: EMAIL

Ms. Jenny Coker
Director of Public Works
City of Sandy
39250 Pioneer Boulevard
Sandy, OR 97055

SUBJECT: Proposal for Additional Engineering Services on the Sandy WWTP Condition Assessment Improvements Project

Dear Ms. Coker:

This cover letter and attachments summarize West Yost's proposed Scope of Services and Budget for providing additional engineering services on the City of Sandy's (City's) Existing Wastewater Treatment Plant (WWTP) Condition Assessment Improvements Project (Project).

The following attachments are included with this Cover Letter:

- **Attachment A.** Scope of Services
- **Attachment B.** Project Budget

SCOPE OF SERVICES

The proposed Scope of Services for additional engineering support services includes the following four tasks:

- **Task 1.** Additional Project Management
- **Task 2.** Additional Engineering Services During Construction
- **Task 3.** WWTP Capacity Evaluation
- **Task 4.** WWTP Stress Testing Planning and Implementation

This additional scope is related to additional services required during construction, including:

Extended Project Schedule: Previous amendments had assumed the project would be completed by October 2022, but that has now been extended into early 2023.

Increased Office Engineering Services: A significant number of additional Requests for Information and Clarification (RFI/Cs) and Submittals have been reviewed by West Yost than originally planned has exhausted our budget for office engineering services.

Greater time required for specific Submittals: Additional time has been required for several submittals for elements like the temporary aeration basin diffusers and electrical breaker replacement change order. These submittals have required 16-20 hours per submittal, which is significantly higher than the amount budgeted on a per submittal basis.

Additional Design Support during Construction: West Yost has developed additional design for the RAS pipeline replacement, secondary clarifier modifications, utility pump replacement and aeration basin bypass gate modifications that were not included in the GMP 1 to 3 design or in West Yost's previous scope for construction services. These additional design services have included six Design Engineer Initiated Changes (DEICs) that were not originally budgeted.

PROJECT BUDGET

West Yost's detailed estimate of labor hours and budget for completing the Scope of Services is included as **Attachment B** and summarized in Table 1 below. West Yost will perform the Scope of Services for a not-to-exceed budget of **$339,741**. Additional services not included in this Scope of Services will only be completed by West Yost based on prior written authorization by the City.

Table 1. Labor Hours and Budget Summary

Task	Level of Effort, hours	Estimated Budget, dollars
Task 1. Additional Project Management	58	13,765
Task 2. Additional Engineering Services During Construction	458	115,624
Task 3. WWTP Capacity Evaluation	81	18,747
Task 4. WWTP Stress Testing Planning and Implementation	692	191,604
Total Labor Hours and Budget	**1,289**	**$339,741**

SCHEDULE

Services on the project are anticipated to be provided through February 2024.

TERMS AND CONDITIONS

West Yost anticipates the additional engineering services will be provided under a budget augmentation using the same contractual terms and conditions as our current contract for the project.

Thank you for providing West Yost the opportunity to serve the City of Sandy. We look forward to continuing to work with you on this important project. Please call Preston Van Meter at 503.784.9536 or Corie Moolenkamp at 503.601.9520 if you have any questions or require additional information.

Sincerely,

WEST YOST

Preston Van Meter, PE
Principal Engineer
RCE #51615PE

WEST YOST

Corie Moolenkamp, PE
Principal-in-Charge | Authorized Representative
RCE # 58810PE

Attachments: Attachment A. Scope of Services
Attachment B. Project Budget

Attachment A

Scope of Services

Attachment A
Scope of Services for Additional Engineering Services

The following tasks summarize the additional engineering services to be provided by West Yost on the City of Sandy's (City's) Existing WWTP Condition Assessment Improvements Project:

Task 1. Additional Task 1 Project Management Services

Task 2. Additional Task 4 Engineering Services During Construction

Task 3. WWTP Capacity Evaluation

Task 4. WWTP Stress Testing Planning and Implementation

Task 1. Additional Task 1 Project Management Services

Project management includes coordination of West Yost's internal team and subconsultants, quality assurance and quality control (QA/QC) activities, and preparation of monthly project updates and invoices.

Task 1.01. Additional Project Management

Additional time for contracting with the City and sub-consultants related to the additional engineering services to be provided is included in this task along with preparation of monthly project updates and invoices, budget and schedule tracking and internal/external team coordination activities.

Task 1 Assumptions

- Services are anticipated to be required through February 2023. West Yost's previous amendment extended construction services through October 2022. Therefore, four (4) additional monthly project progress reports and invoices are budgeted.
- Agendas and minutes from monthly construction meetings will be prepared by the City's Owner's Representative.

Task 1 Deliverables

- West Yost will provide one electronic (PDF) copy of monthly progress reports with invoices.

Task 2. Additional Task 4 Engineering Services During Construction

This task summarizes additional level of effort (LOE) related for providing Office Engineering Services as part of the Engineering Services During Construction (ESDC) as summarized in Table 1 below.

Table 1. Additional Level of Effort

Budgeted	Actual (to date)	Budgeted	Difference
RFI/C Responses	49	14	35
Submittals/Resubmittals	125	30	95
GMP Mods/Change Orders	4	6	0
Design Engineer Initiated Changes (DEICs)	6	0	6

Task 2.01. Additional Office Engineering Support Services

Following the completion of individual GMP package negotiations, work with the full project team (City staff, WWTP operations staff, Owner's Representative, and Construction Manager/General Contractor (CM/GC) partner) to provide engineering support services during construction by the CM/GC partner. The following additional office engineering services are budgeted:

- Requests for Information and Clarification (RFI/C) – 35 additional RFI/Cs
- Submittal reviews and responses – 95 additional Submittals/Resubmittals
- Design Engineer Initiated Changes (DEICs) – 2 additional DEICs

Task 2 Assumptions

- Office engineering services are budget at approximately 3 hours per additional RFI/C, 2 hours per RFI/C and 16 hours per additional DEIC.
- Support for reviewing and negotiating additional changes is not included in the budget.
- Due to the unknowns of construction, West Yost's budget for ESDC is anticipated to be provided on a time-and-materials (T&M) basis.
- No full-time construction observation is anticipated to be required under a CM/GC alternate delivery approach.

Task 2 Deliverables

- West Yost will provide one (1) electronic (PDF) copy of all construction-related office engineering correspondence.

Task 3. WWTP Capacity Evaluation

This task investigates the redundant WWTP capacity following upgrades based on design and redundancy requirements using the Washington Criteria for Sewerage Works Design ("Orange Book") and an evaluation of potential options to increase treatment hydraulic and process capacity.

Task 3.01. WWTP Capacity Evaluation Technical Memorandum

A desktop analysis will be completed using the Washington Criteria for Sewage Works Design ("Orange Book") to evaluate redundant capacity of the WWTP unit processes. Prepare tables summarizing the following information for each WWTP unit process:

- Design criteria and flow basis
- Number of installed units
- Total capacity
- Reliability requirement
- Reliable capacity

Identify limiting process units from a capacity and redundancy perspective and identify where expansion is needed to meet the capacity or redundancy requirements. Prepare a WWTP Capacity Analysis and Treatment Options Technical Memorandum (TM 3-1) summarizing the unit process capacity analysis and identify where expansion is needed to meet the capacity or redundancy requirements.

Task 3 Assumptions

- WWTP capacity analysis will use existing WWTP design criteria as modified or updated as part of the current WWTP upgrades design by West Yost.
- Unit process capacities and redundancy requirements will follow criteria presented in the Washington Criteria for Sewerage Works Design, otherwise known as the Washington "Orange Book". These criteria will be modified for any favorable differences in application of reliability criteria typically allowed by Oregon Department of Environmental Quality (DEQ).

Task 3 Deliverables

- West Yost will provide one (1) electronic (PDF) copy of the Draft and Final WWTP Desktop Capacity Analysis and Treatment Options TM 3-1.

Task 4. WWTP Stress Testing Planning and Implementation

This task provides for planning, implementation and reporting for WWTP stress testing following guidelines contained in the EPA Peak Stress Testing Protocol Framework (EPA, May 2015).

Task 4.01. WWTP Stress Testing Plan Technical Memorandum

Prepare a WWTP stress testing plan identifying the stress testing approach and implementation requirements for evaluating WWTP capacity. It is anticipated the stress testing would be completed in the Spring, Summer and Fall of 2023. Different stress testing periods may be defined for evaluating peak flow capacity vs. peak load capacity.

Peak Flow Stress Testing will evaluate WWTP liquid stream capacity for the secondary clarifiers, tertiary filters, and UV disinfection. It is anticipated peak flow stress testing will include:

- Peak flow stress testing schedule
  - Timing for peak flow stress testing is anticipated to be Spring or Fall 2023
- Peak flow stress testing target flows and flow management approach
- Secondary clarifier influent and effluent sampling and testing
- Secondary clarifier RAS/WAS flow and concentration sampling and testing
- Secondary clarifier sludge blanket monitoring
- Tertiary filter influent and effluent sampling and testing
- Tertiary filter backwash monitoring and cycle tracking
- UV Disinfection flow, UVT and dose monitoring

Peak Load Stress Testing is anticipated to evaluate aeration basin and secondary clarifier capacity. This testing will include:

- Aeration basin flow and WQ monitoring for influent flows and BOD, TSS, nutrient concentrations and other critical WQ parameters.
- Monitoring and adjusting aeration basin operating setpoints including RAS, IMLR, DO setpoints and other parameters to prepare rating curves for evaluating and recommending capacity setpoints.

- Conducting sampling and testing throughout the WWTP to update and assess performance using the Biowin® biological process model.
- Aeration basin, secondary clarifier and recycle stream (pressate and backwash) flow monitoring and concentration sampling and testing.
- Monitoring of the secondary clarifier sludge blanket.

The data collected through stress testing will be used to update and calibrate the Biowin® biological process model needed after field testing has been completed to simulate the wide range of flow and load conditions that can impact the plant. The stress testing plan will include tasks associated with developing a calibrated treatment plant process model to characterize current plant processes and identify existing WWTP capacity under a broad range of operating conditions. A sampling and testing plan will be developed for conducting WQ monitoring before and during the WWTP peak flow and load stress testing.

A Stress Testing Implementation Plan will be completed to implement the peak flow and peak load stress testing and the model calibration sampling efforts, including:

- Sampling and analytical requirements.
- Unit process operations to concentrate flows for peak flow testing. For example, operating one aeration basin, one secondary clarifier and one tertiary filter for testing or utilizing the equalization basin for flow augmentation.
- Temporary equipment and installation requirements.
- Temporary requirements for completing stress testing (pumps, piping, aeration, etc.).
- Temporary online flow and WQ monitoring to facilitate stress testing evaluations.
- Other temporary measures required for stress testing to assure the testing provides the information required by Oregon DEQ to certify the WWTP for higher peak flow and peak load capacity, if additional capacity is determined to be available during stress testing.

The Stress Testing Implementation Plan and Schematic Design will be summarized in a WWTP Stress Testing Plan Technical Memorandum (TM 4-1). The WWTP Stress Testing Plan TM 4-1 will be submitted to the City and Oregon DEQ for review prior to finalizing TM 4-1.

Task 4.02. WWTP Stress Testing Support Services

Provide ongoing regulatory support and coordination with DEQ related to the WWTP stress testing and implementation of the Stress Testing Plan. Stress testing support services will include continuing evaluations using the calibrated WWTP Biowin® biological process model and WWTP Visual Hydraulics® hydraulic model developed by West Yost.

Provide support services for the WWTP stress testing, including providing support for City operations staff leading the WWTP stress testing implementation. Anticipated time frames for completion of peak flow and peak load stress testing are as follows:

Peak Load Stress Testing:	Five weeks over 2-3 SRT cycles during dry weather.
Peak Flow Stress Testing:	Three weeks to capture at least two storm events during wet weather.

West Yost's Project Manager will conduct two site visits per week during each stress testing (16 site visits total). During stress testing, West Yost will review water quality sampling data and provide ongoing updates to the WWTP Biowin® process modeling for the WWTP to assess stress testing results. Water levels will be monitored throughout the plant during peak flow stress testing for evaluation using the existing WWTP Visual Hydraulics model.

Task 4.03. WWTP Stress Final Report

Prepare a final report summarizing the peak flow and peak load stress testing along with conclusions related to WWTP capacity during the winter and summer NPDES Permit seasons. This task includes preparation of the Draft and Final stamped WWTP Stress Testing Report. One review meeting with the City and DEQ is included in West Yost's Scope of Work.

Task 4 Assumptions

- WWTP stress testing will follow guidelines for WWTP stress testing contained in the EPA Peak Stress Testing Protocol Framework (EPA, May 2015).
- Stress testing planning will consider peak flow and peak load stress testing.
- Peak flow and load stress testing will be conducted at different times to target ideal flow conditions for the type of testing conducted with a single treatment train in operation. Peak flow testing will be conducted in the spring or fall "shoulder" months and peak load testing will be conducted during lowest flow summer months.
- Water Quality sampling and testing for initial planning and during actual stress testing will be conducted by City or City's WWTP operations contractor.
- The scope of services includes updating and calibrating the existing WWTP Biowin® biological process model using additional WQ sampling data provided by the City before actual stress testing begins.
- The Biowin® biological process model will be updated and utilized to assess capacity and performance during peak flow and peak load stress testing.
- Site visits during WWTP stress testing will be conducted by West Yost's Project Manager.
- Regulatory coordination with DEQ to be led by the City with support from West Yost.

Task 4 Deliverables

- West Yost will provide one (1) electronic (PDF) copy of the Draft and Final WWTP Stress Testing Plan TM 4-1.
- West Yost will provide one (1) electronic (PDF) copy of the Draft Sandy WWTP Stress Testing Final Report.
- West Yost will provide three (3) hard copies and one (1) electronic (PDF) copy of the Final Sandy WWTP Stress Testing Final Report.

Attachment B

Project Budget

West Yost Associates **PROJECT: Sandy WWTP Condition Assessment Impr. Project**	P/VP $300 Moolenkamp	PE/PS/PG II $272 Van Meter	PE/PS/PG I $257 Schilling	ESG II $184 Lang/Retzlaff	CAD II $155 Barber	EM/SM/GM II $297 Gies	SE/SS/SG II $241 Hardy	TS I $158	ADM II $102	P/VP $300 Kapur	Labor Hours	Labor Fee	Technology & Admin 4%	ACE	LCE	TAG	Costs Sub. w/ markup 5%	Costs Other Direct	Costs Total Costs
Task 1 ***Task 1 Add'l Project Management***																			
1.01 Additional Project Management	2	24	12	12					8		58	$ 13,236	$ 529						$ 13,765
Subtotal, Task 1 (hours)	**2**	**24**	**12**	**12**	**0**	**0**	**0**	**0**	**8**	**0**	**58**								
Subtotal, Task 1 ($)	**$ 600**	**$ 6,528**	**$ 3,084**	**$ 2,208**					**$ 816**			**$ 13,236**	**$ 529**						**$ 13,765**
Task 2 ***Task 4 Add'l Engr. Services During Construction***																			
2.01 Add'l Engineering Services During Construction	4	46	138	185	49				24	12	458	$ 96,861	$ 3,874	$ 4,800	$ 4,880	$ 4,500	$ 14,889		$ 115,624
Subtotal, Task 2 (hours)	**4**	**46**	**138**	**185**	**49**	**0**	**0**	**0**	**24**	**12**	**458**								
Subtotal, Task 2 ($)	**$ 1,200**	**$ 12,512**	**$ 35,466**	**$ 34,040**	**$ 7,595**				**$ 2,448**	**$ 3,600**		**$ 96,861**	**$ 3,874**	**$ 4,800**	**$ 4,880**	**$ 4,500**	**$ 14,889**		**$ 115,624**
Task 3 ***WWTP Capacity Evaluation***																			
3.01 WWTP Capacity Evaluation TM 3-1	1	8	2	40	4	16			4	6	81	$ 17,930	$ 717					$ 100	$ 18,747
Subtotal, Task 3 (hours)	**1**	**8**	**2**	**40**	**4**	**16**	**0**	**0**	**4**	**6**	**81**								
Subtotal, Task 3 ($)	**$ 300**	**$ 2,176**	**$ 514**	**$ 7,360**	**$ 620**	**$ 4,752**			**$ 408**	**$ 1,800**		**$ 17,930**	**$ 717**					**$ 100**	**$ 18,747**
Task 4 ***WWTP Stress Testing Planning and Implementation***																			
4.01 WWTP Stress Testing Plan TM 4-1	1	12	4	80	4	40	24		4	8	177	$ 40,404	$ 1,616					$ 500	$ 42,520
4.02 WWTP Stress Testing Support Services		136	8	16	16	28	60	8		42	314	$ 81,112	$ 3,244	$ 2,500	$ 5,000	$ 3,500	$ 11,550	$ 2,200	$ 98,106
4.03 WWTP Stress Testing Final Report	1	48	12	12	8	16	24	8	24	48	201	$ 48,536	$ 1,941					$ 500	$ 50,977
Subtotal, Task 4 (hours)	**2**	**196**	**24**	**108**	**28**	**84**	**108**	**16**	**28**	**98**	**692**								
Subtotal, Task 4 ($)	**$ 600**	**$ 53,312**	**$ 6,168**	**$ 19,872**	**$ 4,340**	**$ 24,948**	**$ 26,028**	**$ 2,528**	**$ 2,856**	**$ 29,400**		**$ 170,052**	**$ 6,802**	**$ 2,500**	**$ 5,000**	**$ 3,500**	**$ 11,550**	**$ 3,200**	**$ 191,604**
TOTAL (hours)	**9**	**274**	**176**	**345**	**81**	**100**	**108**	**16**	**64**	**116**	**1,289**								
TOTAL ($)	**$ 2,700**	**$ 74,528**	**$ 45,232**	**$ 63,480**	**$ 12,555**	**$ 29,700**	**$ 26,028**	**$ 2,528**	**$ 6,528**	**$ 34,800**		**$ 298,079**	**$ 11,923**	**$ 7,300**	**$ 9,880**	**$ 8,000**	**$ 26,439**	**$ 3,300**	**$ 339,741**

WEST YOST
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Staff Report

Meeting Date:	August 15, 2022
From	Jenny Coker, Public Works Director
SUBJECT:	Guaranteed Maximum Price Proposal from Oxbow Construction for Collection System RDII Basin 6 and 7

DECISION TO BE MADE:
Whether to approve a Guaranteed Maximum Price (GMP) and authorize the City Manager to sign an agreement with Oxbow Construction for wastewater collection system rehabilitation of Basins 6 and 7.

PURPOSE / OBJECTIVE:
Continue to reduce inflow and infiltration of stormwater and groundwater into the wastewater collection system, reducing the flow that is conveyed to the treatment plant.

BACKGROUND / CONTEXT:
The City hired Oxbow Construction as Construction Manager/General Contractor (CM/GC) for the Collection System Rehabilitation for Inflow and Infiltration Reduction Project (RDII) for Basins 6 and 7 on 6/26/2022. The rehabilitation of Basins 6 and 7 will reduce the infiltration into the collection system reducing the flow that is conveyed to the treatment plant. The project will rehabilitate approximately 28,000 lineal feet of sanitary sewer mainlines, 300 sewer laterals, and 140 manholes. All the work will take place in Basins 6 and 7, which had the next highest Inflow and Infiltration (I&I) rates after Basin 2 and 8, as identified in the Facilities Plan during the flow monitoring performed in the winter of 2017-2018.

After completing design with Leeway Engineering Solutions, Oxbow Construction has submitted a proposed Guaranteed Maximum Price for the Collection System RDII Basin 6 and 7 construction. Oxbow's proposed Guaranteed Maximum Price for the Collection System RDII Basin 6 and 7 project is $6,356,460.12. The unit prices and subcontractor/equipment supplier quotes have been reviewed by the design engineer, Leeway Engineer Solutions. The project completion date is anticipated for 2/23/2023.

RECOMMENDATION:
Approve the Guaranteed Maximum Price of $6,356,460.12 and authorize the City Manager to sign an agreement with Oxbow Construction for the 2022/2023 Collection System Rehabilitation Project in Basins 6 and 7.

BUDGETARY IMPACT:

The proposed GMP, which totals $6,356,460.12 is proposed to be funded by the $14.7 million State grant of American Rescue Plan Funding.

SUGGESTED MOTION LANGUAGE:
"I move to approve the Guaranteed Maximum Price from Oxbow Construction for Basins 6 and 7 rehabilitation in the amount of $6,356,460.12, and authorize the City Manager to enter into an agreement with Oxbow Construction for this work."

LIST OF ATTACHMENTS/EXHIBITS:

- Oxbow Construction GMP proposal
- Basin 6 and 7 Overview Map

City of Sandy

Collection System Inflow and Infiltration Reduction Project

Basin 6 & 7

2022-08-05

Guaranteed Maximum Price (GMP) Submittal

Collection System Inflow and Infiltration Reduction Project Basin 6 & 7 – 2022-2023

Guaranteed Maximum Price (GMP) Project Submittal

Contents

Description of Work 3

GMP Price Proposal Price Proposal Summary 4

GMP bid schedule 5

List of Cost Estimate Assumptions 7

GC Cost Breakdown 7

Contingency Determination 8

Construction Schedule 8

Construction Procurement Plan 13

Summary of Bids 16

Open Cut Excavation Bid Responses 16

CIPP Lateral Package Bid Responses 16

Pipe Bursting Package Bid Responses 16

Traffic Control Package Bid Responses 16

Pipeline Video Inspection Bid Responses 16

Solicitation Documents 17

Supporting Documentation 18

Specifications XX

Design Drawings XX

Collection System Inflow and Infiltration Reduction Project Basin 6 & 7 – 2022-2023

Guaranteed Maximum Price (GMP) Project Submittal

Description of Work

The 2022/2023 Basin 6 and 7 Sanitary Sewer Rehabilitation for Inflow and Infiltration Reduction Project (SSRIIRP) is a major effort by the City of Sandy to rehabilitate and improve the overall function of its' sewer transmission infrastructure. The existing sewer infrastructure has outlived its serviceable life, has significant I&I issues that significantly impact treatment costs. Unexpected repairs and construction events greatly impact the City and its residents. During heavy rain events, the sewer system flows can swell to over 14 times the normal flow rate. Treatment of these additional flows is not only a substantial cost for the City and its rate payers but can result significant discharges above regulatory limits. Additionally, the aging infrastructure pose a real risk of catastrophic failures resulting in major disruptions to service and costly emergency repairs.

The Sandy RDII project will provide for significant rehabilitation of two major sewer collection areas identified as Basin 6 and Basin 7. This GMP proposal covers the scope of work required to complete rehabilitation of both basins combined and includes the following general work scopes:

25,000 Lineal Feet of Sewer Main Rehabilitation

10,000 Lineal Feet of Sewer Lateral Rehabilitation

135 Each Exterior Grouting of Manhole Structures

The work detailed above shall be completed in conformance with the attached Project Special Specifications and Contract Plans.

All work is to be completed using the CMGC process.

The project has a completion goal of Dec 15, 2022. Due to current procurement restrictions and the current NTP anticipated, Oxbow projec

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GMP Price Proposal

Price Proposal Summary

Sandy RDII 2022 - Basin 6 and 7 GMP			
Cost of Work	**Value**		**Notes**
Cost of Project	$	5,018,014.25	
General Conditions		229,915.00	
TOTAL - COST OF WORK	$	5,247,929.25	
Contingencies			
CMGC Contingency		267,630.49	
Owner Contingency		150,000.00	
Subtotal - Contingencies	$	417,630.49	
Allowances			
Hard Restoration/Private Side		100,000.00	
Subtotal - Construction Costs, General Conditions, Contingencies, And Allowances			
Subtotal all Cost Items		5,765,559.74	
Markups			
Bond and Insurance		72,000.00	
CMGC Fee (Exlcuding Bonds/Insurance) 9%		518,900.38	
Total GMP Value		**6,356,460.12**	

GMP Proposal Unit Price Schedule

SCHEDULE OF BID ITEMS

City of Sandy Collections System Inflow and Infiltration

Item No.	Description	Unit	Estimated Quantity	Section No.	Unit price	TOTAL
1	Mobilization and Demobilization	LS	1	210	$ 230,000.00	$ 230,000.00
2	Traffic Control	LS	1	225	$ 71,000.00	$ 71,000.00
3	Flagger	Hourly	1500	405	$ 68.00	$ 102,000.00
4	Temporary Flow Diversion/Dewatering	LS	1	405	$ 60,000.00	$ 60,000.00
5	Dewatering	LS	1	490	$ 5,000.00	$ 5,000.00
6	Erosion and Sedimentation Control	LS	1	n/a	$ 7,500.00	$ 7,500.00
7	8-inch Sanitary Sewer by CIPP Sectional Liner 0-5	EA	3	n/a	$ 4,000.00	$ 12,000.00
8	Pothole Service Lateral	EA	60	490	$ 1,000.00	$ 60,000.00
9	TV and Locate Service Lateral via Push cam	EA	40	490	$ 125.00	$ 5,000.00
10	TV and Locate Service Lateral via Lateral launch	EA	100	412	$ 225.00	$ 22,500.00
11	Allowance for Private Property Restoration	LS	1	412	$ 60,000.00	$ 60,000.00
12	Bursting Pit, 0-8 feet deep	EA	1	412	$ 1,750.00	$ 1,750.00
13	Bursting Pit, 8-12 feet deep	EA	5	412	$ 2,500.00	$ 12,500.00
14	Bursting Pit, >12 feet deep	EA	7	412	$ 3,500.00	$ 24,500.00
15	Upsize 6-inch Sanitary Sewer to 8-inch by Pipe Bursti	LF	213	412	$ 85.00	$ 18,105.00
16	8-inch Sanitary Sewer by Pipe Bursting	LF	2361	412	$ 78.00	$ 184,158.00
17	12-inch Sanitary Sewer by Pipe Bursting	LF	526	412	$ 93.00	$ 48,918.00
18	Individual Service Lateral Cleanout - count all houses	EA	240	412	$ 1,000.00	$ 240,000.00
19	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, 0-8 feet deep	EA	1	412	$ 2,800.00	$ 2,800.00
20	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, 8-12 feet deep	EA	28	412	$ 3,000.00	$ 84,000.00
21	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, >12 feet deep	EA	29	444	$ 3,500.00	$ 101,500.00
22	Reconstruct Public Service Lateral by Open-cut Excav	LF	740	415	$ 71.00	$ 52,540.00
23	Reconstruct Private Service Lateral by Open-cut Exca	LF	1950	415	$ 55.00	$ 107,250.00
24	6-inch Sanitary Sewer Main by CIPP	LF	1398	415	$ 64.00	$ 89,472.00
25	8-inch Sanitary Sewer Main by CIPP	LF	17893	415	$ 65.25	$ 1,167,518.25
27	12-inch Sanitary Sewer Main by CIPP	LF	1045	412	$ 81.00	$ 84,645.00
28	15-inch Sanitary Sewer Main by CIPP	LF	1404	412	$ 87.00	$ 122,148.00
29	Reconstruct Public Service Lateral Connection for CIPP pipe by Open-cut Excavation with InsertaTee	EA	5	444	$ 3,000.00	$ 15,000.00
30	Rehabilitate Public Service Lateral Connection for CIPP pipe with T-Liners (includes internal	EA	25	408	$ 5,300.00	$ 132,500.00
31	Rehabilitate Public Service Lateral Connection for CIPP pipe with UV-cured Top Hat	EA	265	408	$ 1,700.00	$ 450,500.00
32	Reconstruct Public Service Lateral for CIPP pipe by Open-cut Excavation or bursting	LF	880	408	$ 71.00	$ 62,480.00
33	Reconstruct Private Service Lateral for CIPP pipe by Open-cut Excavation or bursting	LF	1400	470	$ 55.00	$ 77,000.00

SCHEDULE OF BID ITEMS

City of Sandy Collections System Inflow and Infiltration

Item No.	Description	Unit	Estimated Quantity	Section No.	Unit price	TOTAL
34	Rehabilitate Public Service Lateral for CIPP pipe by Cl	LF	2500	492	$ 88.00	$ 220,000.00
35	Rehabilitate Private Service Lateral for CIPP pipe by C	LF	3800	470	$ 86.00	$ 326,800.00
36	Rebuild MH Base	EA	27	470	$ 1,900.00	$ 51,300.00
37	Construct Beaverslide	EA	1		$ 1,400.00	$ 1,400.00
38	Grout manhole, first 5-feet	EA	135	490	$ 2,100.00	$ 283,500.00
39	Grout manhole, each additional foot	VF	500	492	$ 125.00	$ 62,500.00
40	48-inch Sanitary Manhole, first 8-feet	EA	1	490	$ 7,250.00	$ 7,250.00
41	48-inch Sanitary Manhole, each additional foot	VF	4	470	$ 325.00	$ 1,300.00
42	Abandon Existing 48-inch Sanitary Manhole	EA	2	470	$ 3,750.00	$ 7,500.00
43	Abandon Existing 8-inch Pipe	LF	340	470	$ 3.00	$ 1,020.00
44	Reset grade rings and/or frame and cover	EA	26	470	$ 750.00	$ 19,500.00
45	Uncover and raise manhole frame and cover to grade	EA	3	490	$ 1,750.00	$ 5,250.00
46	Inside PVC Drop Connection with hood	EA	1	444	$ 2,300.00	$ 2,300.00
47	6-Inch Sanitary Sewer by Open-cut	EA	50	445	$ 165.00	$ 8,250.00
48	8-Inch Sanitary Sewer by Open-cut	LF	282	445	$ 195.00	$ 54,990.00
49	Uncover and raise existing cleanout to grade	EA	1	444	$ 500.00	$ 500.00
50	Clean, CCTV, Root Cut Mainline as noted	LF	2607		$ 10.00	$ 26,070.00
49	Open-Cut Spot Repair 6-12 Inch, 5 feet long, 0-15 feet deep	EA	47		$ 3,500.00	$ 164,500.00
50	Open-Cut Lateral Spot Repair, 5 feet long, 0-15 feet	EA	13		$ 1,500.00	$ 19,500.00
51	Construct Terminal Cleanout	EA	1		$ 2,800.00	$ 2,800.00
53	CIPP lining pit- Private side for mid-lateral sectionals	EA	50		$ 750.00	$ 37,500.00

Cost of Project			$ 5,018,014.25
General Conditions			$ 229,915.00
Allowances			$ 100,000.00
Owner Contingency			$ 150,000.00
CM/GC Contingency			$ 267,630.49
	sub total		$ 5,765,559.74
CM/GC fee		9%	$ 518,900.38
Bond and Insurance			$ 72,000.00
Total GMP			$ 6,356,460.12

Collection System Inflow and Infiltration Reduction Project Basin 6 & 7 – 2022-2023

Guaranteed Maximum Price (GMP) Project Submittal

List of Cost Estimate Assumptions:

The following items are submitted to clarify our price proposal:

1. All work paid for by Owner or CMGC contingency funds will be done so on a time and materials basis using burdened BOLI/David Bacon Wages, Blue Book equipment costs, materials invoices, and subcontractor invoices. All work performed using contingency funds shall be marked up by the CMGC Fee which shall include all overhead and markup for the work.
2. Any work deemed extra or outside of the GMP by the project will be paid based on a negotiated change order. Any work paid on a time and materials basis shall be calculated using the ODOT extra work payment specifications.
3. All work includes BOLI January 2022 Wages and or Davis Bacon July 2020 Wages (whichever is higher) including travel pay differential as required.
4. BOLI Live Sewer Work Premium is included in our cost estimate ($40.00 per any portion of a man day working in, around and in support of live sewer construction).
5. All lining work shall be performed using the design parameters included in the specification. No added CIPP lining engineering is provided under this specification.
6. All pavement restoration shall be performed using standard 6" tee cutting process and does not included additional restoration beyond the excavation disturbance areas.
7. All landscape restoration shall be performed using the allowance item as identified in the GMP proposal. Landscape restoration will be paid at cost plus the GMP Fee.
8. The typical existing conditions in the Basin 6 and 7 area do not include boulder or rock formations. All boulder and rock excavation will be considered extra work and will be paid by amounts above the GMP price. Rock and boulder excavation will be paid under a time and materials basis.
9. The project does not expect to encounter any groundwater during the work. As such, the GMP proposal does not include any allowance amounts for dewatering any of the excavations. All dewatering work shall be performed and paid for on a time and materials basis plus the GMP Fee.
10. Footages on lateral work is based on design conceptual quantities. Quantities in excess of these shall be compensated from allowance and amounts or on a change order basis.
11. City of Sandy to provide all construction water to Contractor for construction purposes.
12. No surveying of any construction feature is included in this proposal.
13. Proposal does not include provision of any licensed plumber services or plumbing permits.
14. Proposal does not include pressure testing any CIPP-rehabilitated mains or laterals.
15. No further evaluation of sewers and laterals is included in proposal (smoke testing, etc) except as noted under the TV, Inspect and Rehabilitate proposal item.
16. Bid item 48 is proposed based on CIPP lining all sewer mains analyzed under this bid item. If other forms of rehabilitation are required, a change order and or use of allowances will be required.
17. Verification of lateral services is based on City providing/coordinating access to private structures for dye-testing.
18. Proposal assumes most traffic control will be limited to street closures, signage, and traffic device uses. Significant or full-time flagging is not included in this proposal other than that shown.

List of Cost Estimate Assumptions(Continued):

19. Owner should note that CIPP-lined mains will require robotically cut lateral reinstatements. Should the Owner/Engineer opt to utilize insert-a-tee's for reinstating laterals on CIPP-lined mains, precise reinstatements may not be possible or practical as they required a precise circular cored hole. The robotic reinstatement cutting process may not facilitate that process with 100% success or with 100% leak free results.

General Conditions - Cost Breakdown

Below is the cost report providing the actual resources, hourly rates, and number of hours provided to oversee and manage the basin 6 & 7 scope of work.

GENERAL CONDITIONS BREAKDOWN					
Cost of Work	**Rate**	**Units**	**Qty**	**Total**	**Notes**
General Supervision					
- Project Manager	90.00	/ HR	833	74,970.00	- incl vehicle
- General Superintendent	90.00	/ HR	833	74,970.00	- incl vehicle
- Project Field Engr/Assist Manager	75.00	/ HR	833	62,475.00	- incl vehicle
- Field Office/Temp Facilities	2,500.00	/ MO	7	17,500.00	
Total GMP Value				**$ 229,915.00**	

Contingency Determination

As with any CMGC design build project, the actual design for some work scopes remain in question pending further investigation. According to the current 90% design status, some mainline sewer and lateral work remained under design pending further field investigation. During the initial design process and investigation, (1) some lateral lines could not be launched from the main line, (2) some of the main lines could not be inspected due to blockages and roots, and (3) some lateral line cleanouts could not be found. As such, the full scope of work could not be effectively determined at this GMP proposal milestone.

Using current pricing for laterals and main line sewer rehabilitation, Oxbow analyzed the remaining undesigned work scopes and determined a practical contingency amount based on that analysis and as follows:

Average HDD Lateral Rehabilitation Cost (Pits and Conn Only):	$ 3,246.55 / EA
Average CIPP Lateral Rehab Cost (Top Hat/Tee Liner Shorty) :	$ 5,300.00 / EA
Average Top Hat Conn and Prop Cleanout:	$ 2,700.00 / EA
AVERAGE LATERAL REHAB PRICE:	$ 3,748.85 / EA

Based on the figures above, the average price for a lateral rehabilitation (excluding the footage for CIPP and or bursting which is included in the Owner's quantities for rehabilitation, the project will incur approximately $3,700.00 per added lateral connection as determined by further investigation. Using a quantity of another 25 laterals as estimated additional quantities, Oxbow recommends adding $92,000 in contingency for lateral modifications.

Utilizing historical information from the previous project Basin 2 and 8 RDII project completed by Oxbow, a change in work scope contingency in the range of 2%-10%. This is based on the change order amounts incurred from the last project, historical data from previous projects in general, and data from CGMC industry standards for heavy civil type construction.

Oxbow recommends another 3.5% of contingency be added to the above figure for lateral issues. This contingency is recommended to cover any type of change issues related to unknown conditions that may be encountered in the field.

A contingency account of $267,630.49 is recommended for the project.

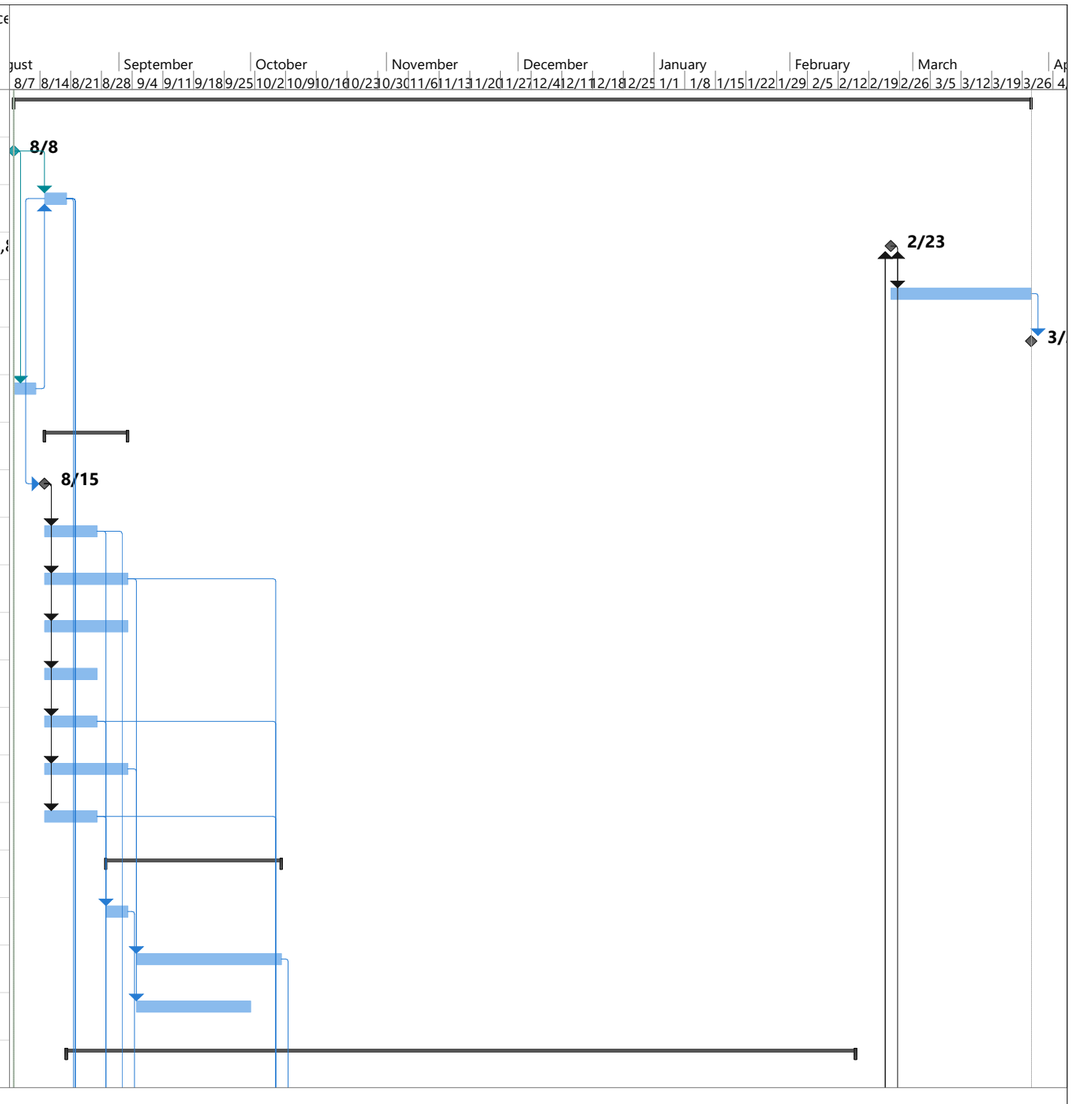
Construction Schedule

Find following this cover sheet the project schedule proposed for the work. Please note the schedule is based on "earliest start" dates for all activities. Additionally, all CIPP Main line work and MH grouting work is scheduled based on Resource Leveling and not the actual planned sequencing for the work. This in effect allows the project the flexibility of resequencing these activities based on other ongoing work and actual sequences as the project progresses from start to finish.

Please be advised the current supply chain environment will impact our overall project schedule due to liner production timeframes and shipping constraints. With aggressive submittal processing and advanced purchasing, Oxbow will work diligently to secure the necessary resources to limit the overall schedule impacts related to material resource constraints.

Included within this proposal is a critical path schedule utilizing realistic durations and activity breakdowns to produce a realistic overall project schedule.

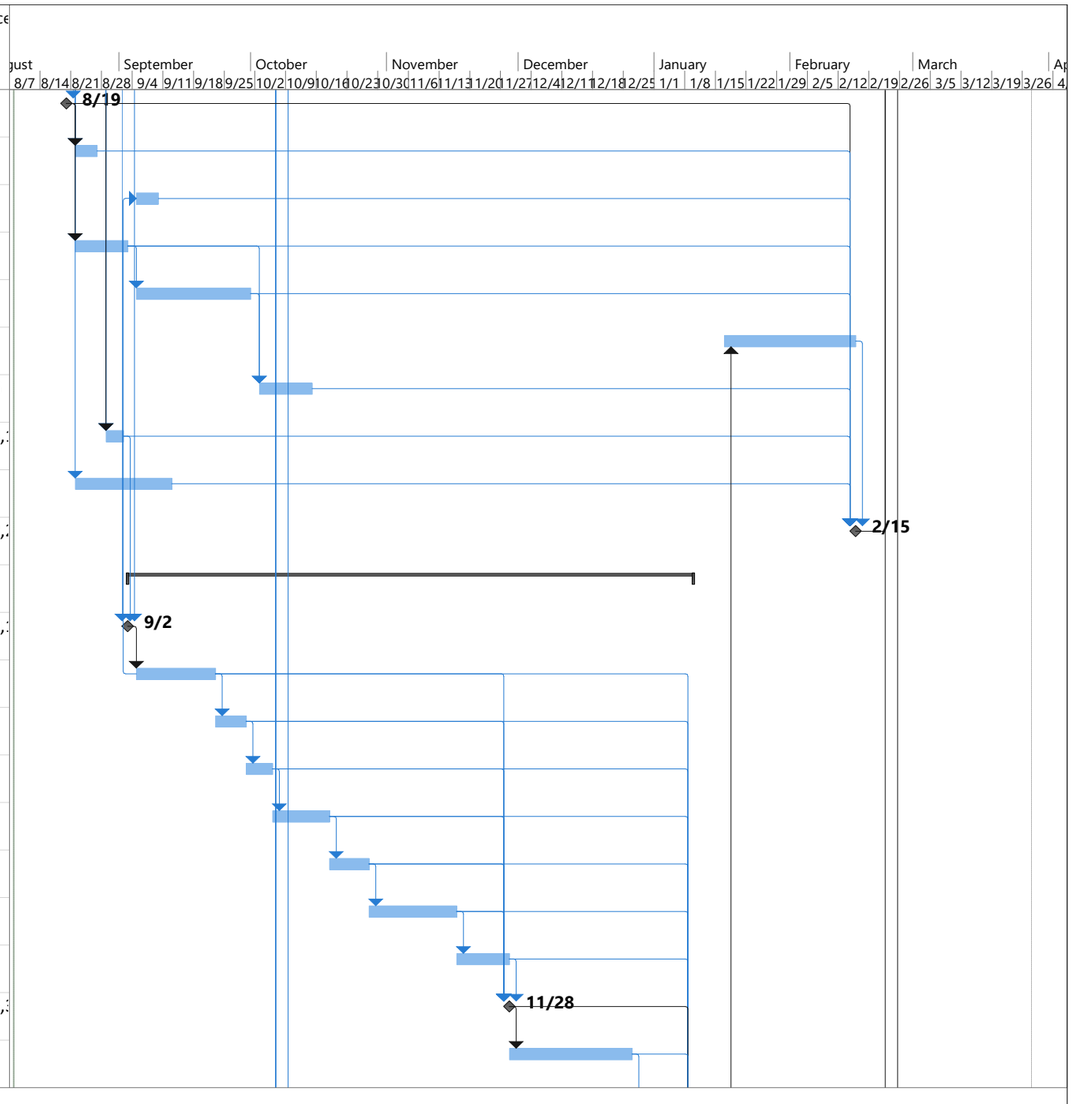
ID	WBS	Ta Mo	Task Name	Duration	Start	Finish	Predece
1	**1**		**GENERAL / CONTRACT ACTIVITIES**	**166 days**	**Mon 8/8/22**	**Mon 3/27/23**	
2	1.1		GRS - GMP Submittal	0 days	Mon 8/8/22	Mon 8/8/22	
3	1.2		GRS - Mobilize for Project	5 days	Mon 8/15/22	Fri 8/19/22	7,2
4	1.3		GRS - Substantial Completion	0 days	Thu 2/23/23	Thu 2/23/23	31,44,8
5	1.4		GRS - Punchlist / Corrections	22 days	Fri 2/24/23	Mon 3/27/23	4
6	1.5		GRS - Final Completion	0 days	Mon 3/27/23	Mon 3/27/23	5
7	1.6		GRS - GMP Contract Negotitations	5 days	Mon 8/8/22	Fri 8/12/22	2
8	**2**		**SUBMITTALS**	**15 days**	**Mon 8/15/22**	**Fri 9/2/22**	
9	2.1		SUBM - Technical Submittals	0 days	Mon 8/15/22	Mon 8/15/22	3SS
10	2.2		SUBM - Burst Technical	10 days	Mon 8/15/22	Fri 8/26/22	9
11	2.3		SUBM - CIPP Main Technical	15 days	Mon 8/15/22	Fri 9/2/22	9
12	2.4		SUBM - CIPP Laterals Technical	15 days	Mon 8/15/22	Fri 9/2/22	9
13	2.5		SUBM - Open Cut	10 days	Mon 8/15/22	Fri 8/26/22	9
14	2.6		SUBM - Traffic Control	10 days	Mon 8/15/22	Fri 8/26/22	9
15	2.7		SUBM - Grout MH/Rehab Submit	15 days	Mon 8/15/22	Fri 9/2/22	9
16	2.8		SUBM - Erosion Control	10 days	Mon 8/15/22	Fri 8/26/22	9
17	**3**		**PROCUREMENT ACTIVITIES**	**30 days**	**Mon 8/29/22**	**Fri 10/7/22**	
18	3.1		PROC - Burst Pipe Procurement	5 days	Mon 8/29/22	Fri 9/2/22	10
19	3.2		PROC - CIPP Liner Material Procurement	25 days	Mon 9/5/22	Fri 10/7/22	11
20	3.3		PROC - Grout MH Mtrls	20 days	Mon 9/5/22	Fri 9/30/22	15
21	**4**		**GENERAL CONSTRUCTION/MH'S/OPEN CUT**	**128 days**	**Fri 8/19/22**	**Wed 2/15/23**	



Project: Basin 6 and 7 - Schedu
Date: Mon 8/8/22

Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone	

ID	WBS	Ta: Mo	Task Name	Duration	Start	Finish	Predece
22	4.1		GNRL - Start General Construction	0 days	Fri 8/19/22	Fri 8/19/22	3
23	4.2		GNRL - Clean, CCTV Root Rmvl, Investigative Mains	5 days	Mon 8/22/22	Fri 8/26/22	3,22
24	4.3		GNRL - Spot Repairs - Strawbridge	5 days	Mon 9/5/22	Fri 9/9/22	34SS
25	4.4		GNRL - Main Line Spot Repairs for CIPP (13 EA)	10 days	Mon 8/22/22	Fri 9/2/22	3,22
26	4.5		GNRL - Main Line Spot Repairs - Prelined Areas (34 EA)	20 days	Mon 9/5/22	Fri 9/30/22	25
27	4.6		GNRL - Grout Manholes - 135 EA (2 Crews)	22 days	Tue 1/17/23	Wed 2/15/23	78
28	4.7		GNRL - Raise/Adjust/Rebuild MHs -	10 days	Mon 10/3/22	Fri 10/14/22	25,26
29	4.8		GRNL - Open Cut Park C12 Area	4 days	Mon 8/29/22	Thu 9/1/22	22,14,
30	4.9		GNRL - Launch/Investigate Laterals per Contract - 135 EA (JNM	16 days	Mon 8/22/22	Mon 9/12/22	3
31	4.10		GNRL - General Construction Complete	0 days	Wed 2/15/23	Wed 2/15/23	22,23,
32	**5**		**BURSTING SCOPES**	**91 days**	**Fri 9/2/22**	**Mon 1/9/23**	
33	5.1		BRS - Start Main Line Bursting	0 days	Fri 9/2/22	Fri 9/2/22	29,10,
34	5.2		BRS - C12 - Strawbridge 12" Bursting Incl Latersals	14 days	Mon 9/5/22	Thu 9/22/22	33
35	5.3		BRS - C20 - Seaman St - 8" Bursting - Incl Laterals	5 days	Fri 9/23/22	Thu 9/29/22	34
36	5.4		BRS - C04 - Bruns Lane - 8" Bursting - Incl Laterals	4 days	Fri 9/30/22	Wed 10/5/22	35
37	5.5		BRS - C05 - Hood St Beers Ave 8" Burst - Incl Laterals	9 days	Thu 10/6/22	Tue 10/18/22	36
38	5.6		BRS - C29 - Scales Easement 8" Burst - Incl Laterals	7 days	Wed 10/19/2	Thu 10/27/22	37
39	5.7		BRS - C14 - Scenic St 8" Bursting - Incl Laterals	14 days	Fri 10/28/22	Wed 11/16/2	38
40	5.8		BRS - C11 - Pleasant 9" Bursting - Incl Laterals	8 days	Thu 11/17/22	Mon 11/28/2	39
41	5.9		BRS - Mainline Complete	0 days	Mon 11/28/2	Mon 11/28/2	34,35,
42	5.10		BRS - Burst Laterals (Outside of Main Burst Areas) - 40 EA	20 days	Tue 11/29/22	Mon 12/26/2	41



Project: Basin 6 and 7 - Schedu
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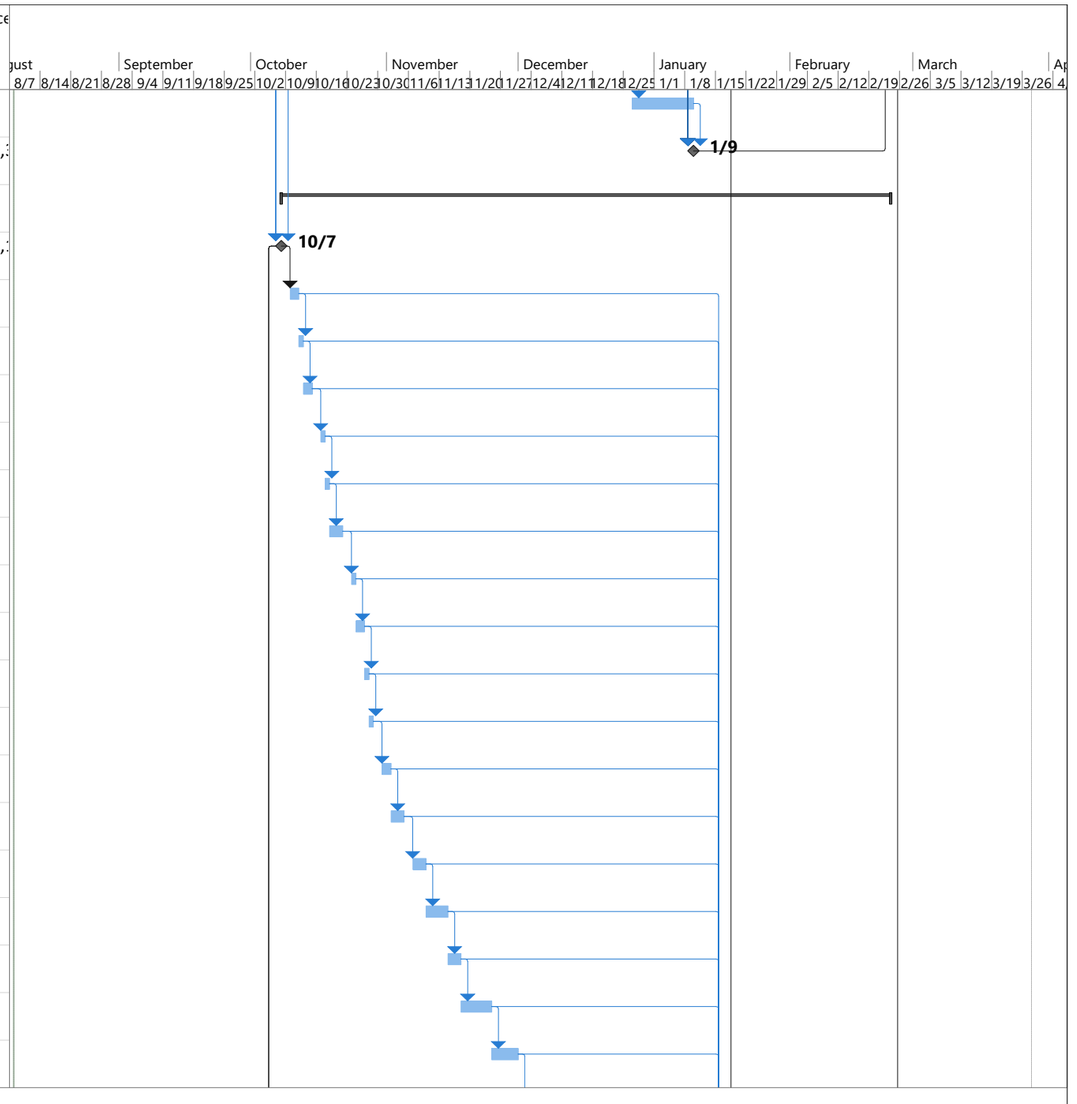
Task	Project Summary	Manual Task	Start-only	Deadline
Split	Inactive Task	Duration-only	Finish-only	Progress
Milestone	Inactive Milestone	Manual Summary Rollup	External Tasks	Manual Progress
Summary	Inactive Summary	Manual Summary	External Milestone	

ID	WBS	Ta: Mo	Task Name	Duration	Start	Finish	Predece
43	5.11		BRS - Burst Laterals - Contingency on Investigated Lats - 20 EA	10 days	Tue 12/27/22	Mon 1/9/23	42
44	5.12		BRS - Bursting Scope Complete	0 days	Mon 1/9/23	Mon 1/9/23	34,35,3
45	**6**		**CIPP WORK SCOPES**	**99 days**	**Fri 10/7/22**	**Thu 2/23/23**	
46	6.1		CIPP - Start CIPP Lining	0 days	Fri 10/7/22	Fri 10/7/22	19,11,1
47	6.2		CIPP - C03 - Pioneer 8" (ODOT) - Night Work	2 days	Mon 10/10/2	Tue 10/11/22	46
48	6.3		CIPP - C04 - Pioneer 8" (ODOT) - Night Work	1 day	Wed 10/12/2	Wed 10/12/22	47
49	6.4		CIPP - C06 - Proctor 8" (ODOT) - Night work	2 days	Thu 10/13/22	Fri 10/14/22	48
50	6.5		CIPP - C07 - Proctor 8" (ODOT) - Night Work	1 day	Mon 10/17/2	Mon 10/17/22	49
51	6.6		CIPP - C08 - Proctor 8" (ODOT) - Night Work	1 day	Tue 10/18/22	Tue 10/18/22	50
52	6.7		CIPP - C23 - Proctor/Pioneer 8" (ODOT) - Night Work	3 days	Wed 10/19/2	Fri 10/21/22	51
53	6.8		CIPP - C24 - Pioneer 8" (ODOT) - Night Work	1 day	Mon 10/24/2	Mon 10/24/22	52
54	6.9		CIPP - C25 - Pioneer 8" (ODOT) - Night Work	2 days	Tue 10/25/22	Wed 10/26/2	53
55	6.10		CIPP - C26 - Pioner 8" (ODOT) - Night Work	1 day	Thu 10/27/22	Thu 10/27/22	54
56	6.11		CIPP - C32 - Marcy St Mainlining	1 day	Fri 10/28/22	Fri 10/28/22	55
57	6.12		CIPP - C31 - Marcy - SE Bluff -Mainlining	2 days	Mon 10/31/2	Tue 11/1/22	56
58	6.13		CIPP - C01 - Sunset St Easemant Area	3 days	Wed 11/2/22	Fri 11/4/22	57
59	6.14		CIPP - C02 - Trailer Park Easement Area	3 days	Mon 11/7/22	Wed 11/9/22	58
60	6.15		CIPP - C03 - Bluff Rd (excls Pioneer)	3 days	Thu 11/10/22	Mon 11/14/2	59
61	6.16		CIPP - C21 - Strawbridge Parkway	3 days	Tue 11/15/22	Thu 11/17/22	60
62	6.17		CIPP - C22 - Chase/Beebee	5 days	Fri 11/18/22	Thu 11/24/22	61
63	6.18		CIPP - C18 - Netti Connett Bluff Rd	4 days	Fri 11/25/22	Wed 11/30/2	62



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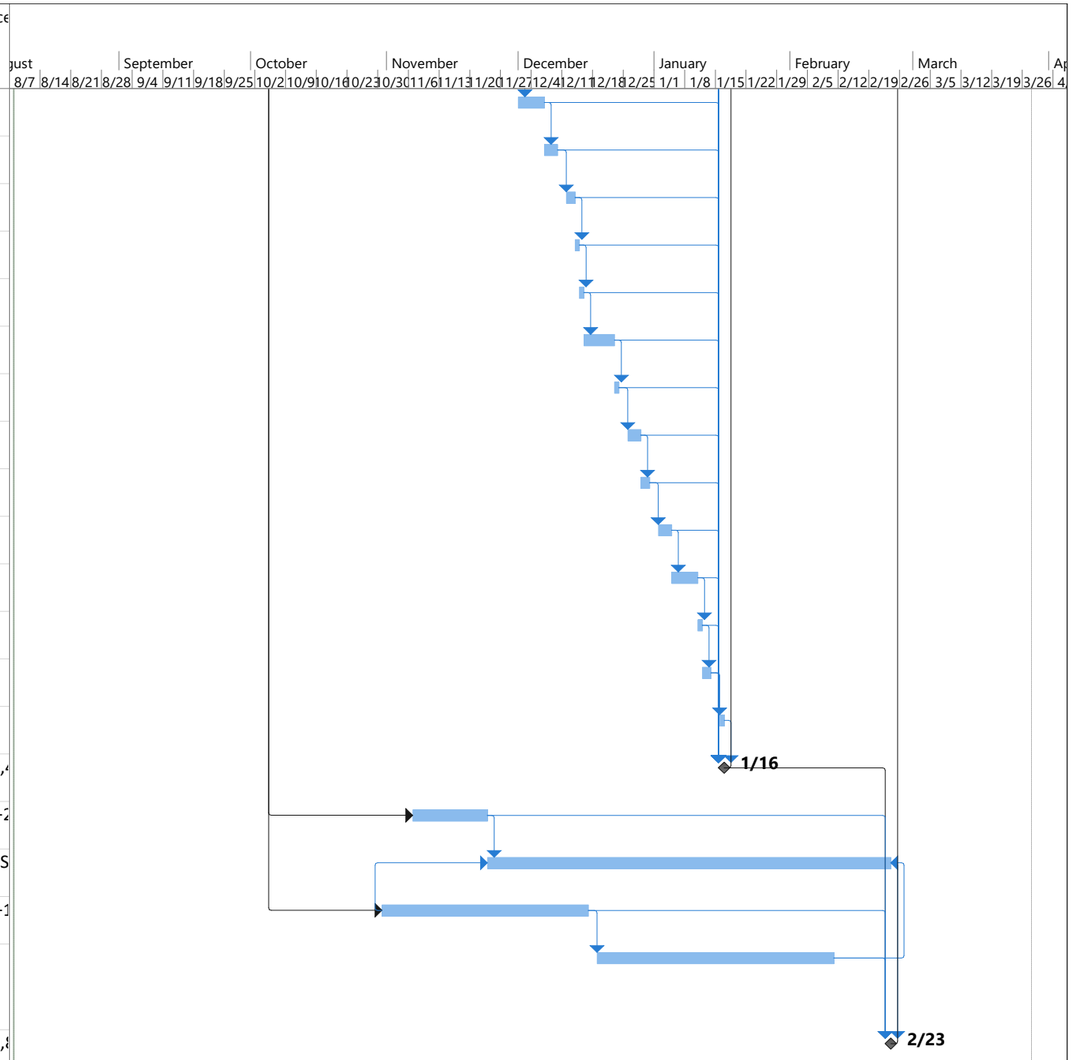
Summary	Inactive Summary	Manual Summary	External Milestone		

ID	WBS	Ta Mo	Task Name	Duration	Start	Finish	Predece
64	6.19		CIPP - C19 - Sandy Hts / Bluff / Heia	4 days	Thu 12/1/22	Tue 12/6/22	63
65	6.20		CIPP - C20 - Sandy Hts / Seaman	3 days	Wed 12/7/22	Fri 12/9/22	64
66	6.21		CIPP - C23 - Pioneer Ave Easements (out of ROW)	2 days	Mon 12/12/2	Tue 12/13/22	65
67	6.22		CIPP - C24 - Junker St (not ODOT)	1 day	Wed 12/14/2	Wed 12/14/22	66
68	6.23		CIPP - C25 - Junker Street/Easement	1 day	Thu 12/15/22	Thu 12/15/22	67
69	6.24		CIPP - C04 - Bluff Rd - Major Traffic	5 days	Fri 12/16/22	Thu 12/22/22	68
70	6.25		CIPP - C05 - Pleasant St Easement	1 day	Fri 12/23/22	Fri 12/23/22	69
71	6.26		CIPP - C28 - Park St	3 days	Mon 12/26/2	Wed 12/28/2	70
72	6.27		CIPP - C29 - Scales Ave Easement	2 days	Thu 12/29/22	Fri 12/30/22	71
73	6.28		CIPP - C12 - Meinig/Scenic	3 days	Mon 1/2/23	Wed 1/4/23	72
74	6.29		CIPP - C16 - Revenue Ave / Easement	4 days	Thu 1/5/23	Tue 1/10/23	73
75	6.30		CIPP - C10 - Renenue Short Run	1 day	Wed 1/11/23	Wed 1/11/23	74
76	6.31		CIPP - C13 - Scenic St / Meinig	2 days	Thu 1/12/23	Fri 1/13/23	75
77	6.32		CIPP - C15 - Scenic St	1 day	Mon 1/16/23	Mon 1/16/23	76
78	6.33		CIPP - Main Line Rehab Complete	0 days	Mon 1/16/23	Mon 1/16/23	47,48,
79	6.34		CIPP - PRO PIPE - Tee Liners - 25 EA	13 days	Mon 11/7/22	Wed 11/23/2	46SS+2
80	6.35		CIPP - Top Hats - All Locations (265 EA)	66 days	Thu 11/24/22	Thu 2/23/23	79,81S
81	6.36		CIPP - Lateral Rehabs - Blue Lights (71EA)	35 days	Mon 10/31/2	Fri 12/16/22	46SS+1
82	6.37		CIPP - Lateral Rehabs - Blue Lights (Investigated Lat Conting - 80EA)	40 days	Mon 12/19/22	Fri 2/10/23	81
83	6.38		CIPP - All CIPP Rehab Scopes Complete	0 days	Thu 2/23/23	Thu 2/23/23	78,79,



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1.0 PROJECT PROCUREMENT PLAN

To ensure the success of the project, the CMGC Project Manager will oversee and directly manage all procurement activities to be performed under this project. The CMGC PM for this project is authorized to procure all subcontractors for this project.

1.1 Self -Performed Work

Oxbow Construction, as a normal course of business, performs sewer lining, lateral lining, open cut utility excavation, manhole restoration and pipe bursting. For this project, Oxbow has elected to self-perform all CIPP main and a portion of the lateral lining work, manhole grouting and rehabilitation work. Oxbow will subcontract out all pipe bursting, lateral pipe bursting, a small portion of the lateral CIPP lining, and the open cut manhole installation. Material procurements will be performed by Oxbow Construction and their selected subcontractors for their own associated work scopes.

1.1 Subcontract Procurement

The anticipated subcontractor service procurements for the project include the following:

Open Cut Mainline and Manhole Construction

Tee Liner/Lateral Lining (Partial)

CIPP Lateral Lining (Partial)

Pipe Bursting

Traffic Control

Pipe Video Inspection

All subcontract solicitations will be procured through the required solicitation and procurement process documented in the Contract. All solicitations will be advertised in local industry trade journals such as the OR DJC, OAME newsletter or other publications and will provide detailed information about the bid scopes. Oxbow Construction will provide complete project details including plans, specifications, and schedule information to all

1.1 Subcontract Procurement (Continued)

interested subcontractors. Solicitation efforts will be thoroughly documented to provide confirmation of lowest responsive and qualified subcontractor is utilized to complete the contract work.

Prior to finalizing any Subcontract, the results of solicitations shall be presented to the BES CM for review and concurrence on selected subcontractors prior to final subcontract awards.

In the event the Owner's representative and CMGC PM do not agree upon the selection of a subcontractor, the solicitation and proposal documentation shall be presented to the Owner and CMGC Project Sponsor for review and final determination of subcontractor award.

Subcontractor Formal Quotations

As a result of the project solicitation and procurement process, the project received formal bids for the scopes of work as delineated below:

Open Cut Spot Repair Work:

1. K&R Plumbing $ 240,850.00 (Low Responsive Bidder)

Pipe Bursting Scope:

1. K&R Plumbing Construction Co $ 526,945.00 (Low Responsive Bidder)

CIPP Lateral Lining Scope:

1. Pro-Pipe Inc. $ 901,568.00 (Low Responsive Bidder)

Lateral Pipe Bursting Scope:

1. K&R Plumbing $ 513,770.00 (Low Responsive Bidder)

Traffic Control Flagging Scope

1. Coat Flagging $ 90.375.00 (Lowest Responsive Bidder
2. CC Flagging $ 94,500.00
3. Lord and Associate $ (Non-Responsive – Bid Non-BOLI wages)

Pipeline Main Line Video Inspection Scope:

1. JNM Services $ 59,414.00 (Lowest Responsive Bidder)

All bids received were procured through the formal subcontractor solicitation process. All bidding documentation is attached herein for reference.

Collection System Inflow and Infiltration Reduction Project Basin 6 & 7 – 2022-2023

Guaranteed Maximum Price (GMP) Project Submittal

See bid submissions following this page.

SUBCONTRACTOR/VENDOR/ SERVICES BID OPPORTUNITY

2022 SANITARY SEWER REHABILITATION FOR INFLOW AND INFILTRATION REDUCTION PROJECT

SANDY OR

Bids Due: August 2nd by 2:00 PM

Oxbow Construction is soliciting bids for the:

2022 Sanitary Sewer Rehabilitation for Inflow and Infiltration Reduction Project in Sandy, OR

Bids Due: August 2nd, 2022, at 2:00 PM PST

Submit questions and bid packages to Bids@Oxbow-Construction.com

Scopes of work include the following:
CCTV/Video Inspection (25,000 LF), Traffic Control (Flagging Service 2,500 Hours), One Piece Main/Lateral (4"-165 EA), Pipe Bursting/Opencut (3,200 LF of Main/ 6,600 LF Lateral Pipe Bursting, 360 FT of 6"-8" Open Cut & 60 EA Open Cut Spot Repairs).

OXBOW construction
a dba of Iron Horse Excavation, LLC

Iron Horse Excavation, LLC dba Oxbow Construction is an equal opportunity employer and is requesting subcontractor and material supplier quotes, including, but not limited to, Minority (MBE), Women (WBE), Disadvantaged (DBE), Emerging Small Business (ESB), Service Disabled Veteran Business Enterprise (SDVBE), and Small Business Enterprise (SBE). CCB 166020

23460368

City of Sandy Collections System Inflow and Infiltration

K&R Plumbing

Item No.	Description	Unit	Estimated Quantity	Unit Price	Extended Price
1	Mobilization and Demobilization	LS	1	$ 115,000.00	$ 115,000.00
4	Temporary Flow Diversion/Dewatering for bursting/open cut	LS	1	$ 5,000.00	$ 5,000.00
5	Dewatering for bursting/opencut	LS	1	$ 100.00	$ 100.00
6	Erosion and Sedimentation Control for bursting/opencut	LS	1	$ 3,500.00	$ 3,500.00
8	Pothole Service Lateral	EA	20	$ 2,000.00	$ 40,000.00
9	TV and Locate Service Lateral via Push cam	EA	20	$ 100.00	$ 2,000.00
10	TV and Locate Service Lateral via Lateral launch	EA	40	$ 250.00	$ 10,000.00
11	Allowance for Private Property Restoration for bursting/open cut	LS	1	$ 20,000.00	$ 20,000.00
12	Bursting Pit, 0-8 feet deep	EA	1	$ 1,750.00	$ 1,750.00
13	Bursting Pit, 8-12 feet deep	EA	4	$ 2,500.00	$ 10,000.00
14	Bursting Pis, over 12 feet deep	EA	7	$ 3,500.00	$ 24,500.00
15	Upsize 6-inch Sanitary Sewer to 8-inch by Pipe Bursting	LF	213	$ 85.00	$ 18,105.00
16	8-inch Sanitary Sewer by Pipe Bursting	LF	2361	$ 75.00	$ 177,075.00
17	12-inch Sanitary Sewer by Pipe Bursting	LF	526	$ 90.00	$ 47,340.00
18	Individual Service Lateral Cleanout - houses w/o c/o	EA	75	$ 400.00	$ 30,000.00
19	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, 0-8 feet deep	EA	5	$ 2,800.00	$ 14,000.00
20	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, 8-12 feet deep	EA	28	$ 3,000.00	$ 84,000.00
21	Reconstruct Public Service Lateral Connection for burst pipe with fusion saddle, >12 feet deep	EA	29	$ 3,500.00	$ 101,500.00
22	Reconstruct Public Service Lateral by Open-cut Excavation or Pipe Bursting	LF	740	$ 71.00	$ 52,540.00
23	Reconstruct Private Service Lateral by Open-cut Excavation or Pipe Bursting	LF	1950	$ 55.00	$ 107,250.00
31	Reconstruct Public Service Lateral Connection for CIPP pipe by Open-cut Excavation with InsertaTee	EA	5	$ 3,000.00	$ 15,000.00
34	Reconstruct Public Service Lateral for CIPP pipe by Open-cut Excavation or bursting	LF	880	$ 71.00	$ 62,480.00
35	Reconstruct Private Service Lateral for CIPP pipe by Open-cut Excavation or bursting	LF	1400	$ 55.00	$ 77,000.00
38	Rebuild MH Base as noted on plans	EA	15	$ 1,000.00	$ 15,000.00
41	48-inch Sanitary Manhole, first 8-feet	EA	1	$ 7,250.00	$ 7,250.00
42	48-inch Sanitary Manhole, each additional foot	VF	1	$ 325.00	$ 325.00
49	6-Inch Sanitary Sewer by Open-cut	EA	50	$ 150.00	$ 7,500.00
50	8-Inch Sanitary Sewer by Open-cut	LF	282	$ 175.00	$ 49,350.00
53	Open-Cut Spot Repair 6-12 Inch, 5 feet long, 0-15 feet deep	EA	47	$ 3,500.00	$ 164,500.00
54	Open-Cut Lateral Spot Repair, 5 feet long, 0-15 feet deep	EA	13	$ 1,500.00	$ 19,500.00
				Total Bid :	$ 1,281,565.00

Oregon License No. 210754

Quote # OR: 80222

Pro-Pipe, Inc.
10650 SW Manhasset Dr, Tualatin, OR 97062
O: 800 784 7473 | F: 602 861 1423
Timothy Hunker| M: 520-269-9994
timothy.hunker@pro-pipe.com | pro-pipe.com

PROPOSAL SUBMITTED TO:	DATE	PHONE
Oxbow Construction	8/2/2022	503-816-1212
STREET (Business address)	JOB / PROJECT NAME	
31005 E Historic Columbia River HWY.	2022 Sanitary Sewer Rehabilitation for Inflow and Infiltration	
CITY, STATE AND ZIP CODE	JOB LOCATION	
Troutdale, OR 97060	Sandy, OR	
CONTACT NAME	PREVAILING WAGE QUOTE	
Erin Preston erin@oxbow-construction.com		

ITEM	DESCRIPTION	QTY	UNIT	PRICE	TOTAL
1	Mobilization, Bonds, Insurance, and Demobilization	1	LS	$35,000.00	$35,000.00
2	TV and Locate Service Lateral via Lateral launch	140	EA	$235.00	$32,900.00
3	Rehabilitate Public Service Lateral Connection for CIPP pipe with UV-cured connection brim and lateral liner	165	EA	$5,300.00	$874,500.00
4	Rehabilitate Public Service Lateral Connection for CIPP pipe with UV-cured Top Hat	120	EA	$1,650.00	$198,000.00
5	Rehabilitate Public Service Lateral for CIPP pipe by CIPP	1,928	LF	$96.00	$185,088.00
6	Rehabilitate Private Service Lateral for CIPP pipe by CIPP	3,065	LF	$99.00	$303,435.00
		-			

GRAND TOTAL: **$1,628,923.00**

EXCLUSIONS (any qualifications to exclusions are in parenthesis)

1	Flow Diversion, Bypass Pumping and Operating Pump Stations
2	Excavation of any kind
3	Permits, Licenses and Performance Bonds
4	Access (Owner shall provide adequate access)
5	Mechanical Cleaning
6	Major Traffic Control
7	Disposal (Owner shall provide local disposal site and cover associated fees)
8	Water (Owner shall provide mobile means of providing water, such as mobile meter or fire hydrant hookup)
9	Pro-Pipe is not responsible for any Liquidated/Consequential Damages due to scheduling conflicts.
10	Pro-Pipe is currently scheduled out until December and unable to meet the current deadline of project.

WE PROPOSE hereby to furnish material and labor -- complete in accordance with above specifications, for the sum of:

Payment terms:
30 Days of Invoice

Dollars: **$1,628,923.00**

This proposal shall be incorporated into the service contract when Pro Pipe is listed as a subcontractor.

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements are contingent upon strikes, accidents, or delays beyond our control. Maximum allowable interest charge on overdue invoices. Professional Pipe Services will provide certificate of insurance upon request.

Authorized Signature:

This proposal may be withdrawn by us if not accepted within 30 days.

ACCEPTANCE OF PROPOSAL :

The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Requests for additional services beyond the above outlined scope will be submitted by written change order and payment thereof made accordingly.

Date

Customer Signature

Print name/Title

JNM SERVICES, LLC	**PROPOSAL**	PO Box 895 Halfway, OR 97834
	CCB #223421 WBE/ESB #11710 NASSCO Certified	P: 503-849-7278 E: stacy@jnmservices.com
		Date: 7/26/2022

Proposal Submitted To:	Job Location:
Estimator	City of Sandy

Project Name:

2022 Sanitary Sewer Rehabilitation for Inflow and Infiltration Project, City of Sandy

Description	Unit	Qty	$/Unit	Subtotal
1. Mainline Assessment CCTV				
Operated Camera Truck - >660 feet every 4 hours	FT	TBD	$1.95	
Operated Camera Truck - <660 feet every 4 hours	HR	TBD	$320.00	
2. Lateral Assessment CCTV				
Lateral Launch includes locate (10 lateral min per 8 hour day, will be prorated)	EA	TBD	$195.00	
Electronic Lateral Locate Only - No video will be done	EA	TBD	$130.00	

- Mobilization fee waived when 10 lateral minimum is met per day or when lateral launch is combined with mainline inspection

Terms and Conditions

Quantities are estimates, actual costs will be calculated by final numbers of mainline and laterals filmed
******Please note that bypass pumping is excluded and may need to be installed and operational for videoing******
660 feet per every 4 hours minimum otherwise a 4 hour minimum will apply, billing is done in 4 hour increments @ $320 per hour
Traffic control, confined space entry equipment/personal if required for camera insertion or retrieval and erosion control by others
All permits, fees, engineering, sanitation, site security by others
This proposal is to be incorporated into any contract or subcontract with JNM Services unless we specifically state otherwise
Standard Rates are for an 8 hour day, any time over 8 hours will incur a surcharge of $65 per hour in addition to standard rates
Stand by time will be charged at $275 per hour
If Bond required add 2%
Above rates are for CCTV Inspection Only, no protrusion removal or cutting included in the bid
The quote is subject to camera van availability
Payment to be net 30, no retainage

Acceptance of Proposal

The above prices, specifications and conditions are satisfactory as stated and hereby accepted. You are authorized to commence work as specified. Payment will be made as outline above.

Signature of Acceptance: _____

Notice: This proposal may be withdrawn if not accepted within 30 days

Chick Of All Trades, LLC
dba C.O.A.T. Flagging

A Chick Of All Trades, LLC company

5025 NE 82nd Ave
Portland, OR 97220

503.467.6386 phone
503.284.1177 fax

DBE / MBE / WBE

Oregon:
Oregon CCB 175212
DBE, MBE, WBE CERT# 4546

Washington State:
WA LIC: CHICKAT920OQ
DBE CERT ID # D5F1021136

AGC Oregon Columbia Chapter Associated General Contractors

Equal Opportunity Employer
Drug Free Workplace

2022 Oregon Rates

1% Discount on all invoices paid within 30 days of invoice date.

Traffic Control	Hourly	Overtime*	Double**
Traffic Control Flagger – Includes flagger time only. Excludes any equipment.	$60.25	$80.00	$99.50
Escort/Pilot Car Driver – Includes drivers time only. Excludes any equipment. See below for vehicle rental rates.	$65.50	$87.75	$110.00
Traffic Control Laborer/TMA Driver – Includes laborers time only. Excludes any Equipment See below for vehicle rental rates.	$66.50	$88.75	$111.00
Traffic Control Supervisor (TCS) without truck Includes TCS time only, excludes any equipment. See below for vehicle rental rates. TCS must have a pickup truck supplied by C.O.A.T. if supplying Traffic Control equipment as well.	$67.50	$90.00	$112.50

ADD THE APPROPRIATE ZONE PAY TO THE ABOVE RATES

Zone Differential (Add to Zone 1 rates):

Zone A - All jobs or projects located within 30 miles of the respective City Hall
Zone B - $0.85 More than 30 miles and less than 40 miles from the respective City Hall
Zone C - 1.25 More than 40 miles and less than 50 miles from the respective City Hall
Zone D - 2.00 More than 50 miles and less than 80 miles from the respective City Hall
Zone E - 4.00 More than 80 miles and less than 100 miles from the respective City Hall
Zone F - 5.00 More than 100 miles from the respective City Hall.

CITY HALL - BASEPOINT

ALBANY ASTORIA BAKER CITY BEND BURNS COOS BAY

EUGENE GRANTS PASS HERMISTON KLAMATH FALLS MEDFORD
PORTLAND ROSEBURG SALEM THE DALLES

Basic Traffic Control Equipment Rental Package– All taxes and Fuel Costs included

Pickup Truck, up to 12 hours per day, with up to 16 Signs and 35 Cones			
Package price	$275/day	$1,150/week	$3,500/month

Additional Traffic Control Equipment Rental – All taxes and Fuel Costs included

	Daily	Weekly	Monthly
Signs – *(Roll-Ups or Metal)*	$11.00	$33.00	$99.00
Safety Cones/Delineators – *(28" or 42")*	$1.00	$3.00	$9.00
Channelizing Barrel/Slimline Barrel	$2.00	$6.00	$18.00
Type II Barricades	$2.00	$6.00	$18.00
Type III Barricades	$6.00	$18.00	$54.00
Flashing Amber Light	$1.00		
Arrowboards	$115.00	$345.00	$1035.00
Variable Message Boards	$250.00	$750.00	$2000.00
Flagger Light Balloon and Generator	$95.00	$310.00	$925.00
Truck Mounted Attenuator/Barrel Truck	$500.00	$1,500.00	$5,000.00
Pedestrian Barricades, 6' Barricade	$9.00	$30.00	$90.00
Speed Trailer	Call For Pricing		
Portable Traffic Signal Set of 2 – ($1,500 Set up fee)	Call For Pricing		

Additional Costs

Equipment Delivery/Pickup – *(Does not include set up/tear down)*	$100 - $250 each For Portland Metro Area
(Pricing varies with quantity ordered and distance traveled)	Varies Outside Portland Metro
Pickup Truck Rental – *(Includes Fuel)*	$125 Minimum -$15.00/hr for work after 8 hours
Flatbed Truck Rental – *(Includes Fuel)*	$175 Minimum -$17.50/hr for work after 8 hours
Bonding Rate if Required	3% of contract value

PLEASE NOTE THE FOLLOWING:

***Overtime rates are charged after 8 hours and on Saturday shifts. ** Double time rate is charged after 12 hours and on Sundays and Holidays. Fridays or Mondays will be considered the holiday if it falls on a weekend day.**

- ✓ **Two-hour minimum per person for 'show-up' cancellations prior to start of shift. Four-hour minimum per person for cancellations after starting a shift.**
- ✓ **Dispatch requests are to be made prior to 3:00 p.m. for the next working day and prior to 3:00 p.m. on Fridays for any weekend or Mondays. If dispatch request are made after 4:00p.m. there may be a minimum of $75.00 Late Dispatch fee added. Requests made on holidays or the weekend are subject to higher fees.**
- ✓ **All equipment is subject to availability.**
- ✓ **All lost, damaged or stolen rental items will be billed at current replacement price.**
- ✓ **Rates are Subject to Change without Notice.**
- ✓ **Rates will increase to meet the higher of Labor Union, Davis Bacon or BOLI rate.**
- ✓ **Contractor is responsible for ensuring flaggers/laborers take a 30 minute unpaid lunch if the shift lasts more than 5 hrs. If lunch is not provided there will be an additional 1 hour of overtime billed per flagger.**
- ✓ **LUNCH PERIOD: A regular lunch period of not less than one half (0.5) hour or more than one (1) hour shall be established within one (1) hour of mid-shift but in no event longer than five (5) hours from the beginning of the shift. If an employee is required to work more than five (5) hours from the beginning of the shift without a lunch period, he/she shall be paid a half (0.5) hour at the applicable overtime rate and in addition given no less than thirty minutes to eat his/her lunch. If the employee is not given a minimum of thirty minutes to eat, he/she shall then receive an additional one half (0.5) hour at the applicable overtime rate. Employees who have been given sufficient time to eat during the regular shift may be allowed to work twelve (12) hours without a second lunch period penalty. If the employee works over twelve (12) hours, he/she shall be paid one half (0.5) hour penalty at the applicable overtime rate. If the employee is not given sufficient time to eat his/her lunch during his/her regular shift, an additional one half (0.5) hour penalty shall be paid if required to work longer than ten (10) hours.**
- ✓ **C.O.A.T. Flagging provides equal employment opportunities to all employees and applicants for employment and prohibits discrimination and harassment of any type without regard to race, color, religion, age, sex, national origin, disability status, genetics, protected veteran status, sexual orientation, gender identity or expression, or any other characteristic protected by federal, state, or local laws.This policy applies to all terms and conditions of employment, including recruiting, hiring, placement, promotion, termination, layoff, recall, transfer, leaves of absence, compensation, and training.**

TLO 08/02/22

C&C FLAGGING LLC.

P. O. Box 66395
Portland, Oregon 97290
Phone: 971-533-0011
Email: info@ccflagging.com
DBE/MBE/WBE/ESB #11036
CCB #217316

July 26, 2022

To whom it may concern:

C & C Flagging, LLC would like to bid on the City of Sandy- 2022 Sanitary Sewer Rehabilitation for Inflow and Infiltration Project.

Flagging at the rate of $63.00 per hour.

Flagging OT at the rate of $73.00 per hour.

Feel free to call with any questions.

Thank you,

Candice Pierce
C & C Flagging, LLC

Non-responsive - Not BOLI Wages

Lord and Associates, Inc.
4622 SE Johnson Creek Blvd.
Milwaukie, OR 97222
503-777-4902

2022 Private rates

The following lists our prices for traffic control services in the Portland and Salem areas.
We are a Federal and **Oregon C**ertified **DBE/WBE (Oregon** certification #**884**) with **CCB #217438**.
Our payment terms are due upon receipt.

TRAFFIC CONTROL PLAN CONSULTATION:
Site consultation, including travel time. 1-hour minimum. **$75.00 per hour**

TRAFFIC CONTROL PLAN:
When possible, please give 5-day notice for traffic control plans. **$200 per plan**

Not BOLI Rates

FLAGGERS: Private rate: **$36.00 Reg/$52.50 OT**
All flaggers are ODOT certified and carry their card with them. The flaggers come equipped with stop and slow paddle, reflective vest, hard hat and radios (upon request). The flaggers wear full coverage pants, shirts and sturdy work shoes. Overtime is any work over 8 hours a day, between the hours of 6:00pm to 6:00am, weekends and federal holidays.

SIGN TRUCK & EQUIPMENT: **$15.00 per hour**

1 - Truck w/Beacon Light	2 - "Worker Ahead"	2 - "Be Prepared To Stop"	
2 - "Flagger Ahead"	1 - R/L Lane Closed	1 - R/L Trans.	20 – 28" Cones

The Flaggers will set up the work zone according to the State ODOT Short Term Traffic Control handbook standard and flag as required. The approximate set up and tear down time is 30 minutes each.

ADDITIONAL SIGNS & EQUIPMENT RENTAL

Signs & Stands	$9.00 each per day	30 Minute flares	$4.00 each
28 Inch Cones	$2.00 each per day	Type II Barricades	$8.00 each
Emergency Lights	$80.00 per day	Type III Barricades	$9.00 each
Arrow Board	$50.00 per day		

SECONDARY AFTER HOURS CONTACT & PHONE #:
If there is no answer on the main phone line, please call the following number: Kim Lord (503) 961-3480.

We have a 4-hour minimum charge per flagger. There will be no charge if Flaggers are cancelled 1 hour or more prior to their scheduled start time. The services provided above are for work done within the Portland Metro service area. For services over and above those specified, Contractor should contact Lord & Associates, Inc. to determine the appropriate charges in advance of such work. For further information, please give us a call. Thank you again for considering Lord & Associates, Inc.

Sincerely,

Kim Lord

Lord & Associates, Inc.

Supporting Documentation

Specifications

Please find the Project Construction Specifications following This page

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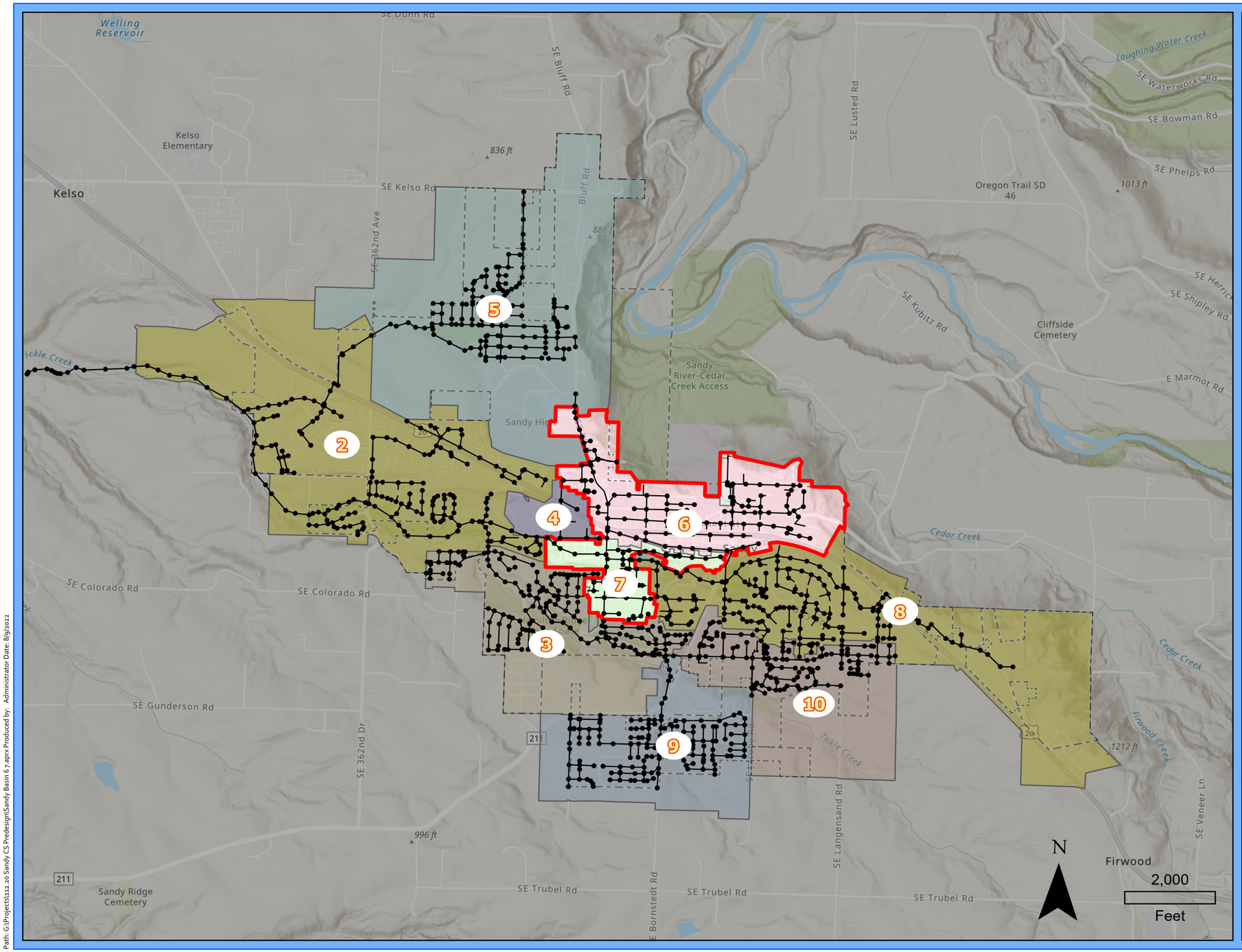
Drawings

Please find the Project Construction Plans and Details following This page



Path: G:\Projects\112.20 Sandy CS Predesign\Sandy Basin 6 7.aprx Produced by: Administrator Date: 8/9/2022

Legend

- City Boundary
- Sewer Junctions
- Sewer Mains

Meter Basin

- 2 and 8 (I/I reduction)
- 3
- 4
- 5
- 6
- 7
- 9
- 10
- Project Area and Mask

CITY OF SANDY OREGON 1911

LEEWAY engineering solutions

This map published for the City of Sandy, Oregon by Leeway Engineering Solutions on 2/15/2022. Leeway makes no claims about the map's accuracy, which is based on the source data. Data sources include the City of Sandy, Clackamas County and ESRI World Maps.

Figure 1

Sandy Basins 6 and 7
Project Overview Map

Staff Report

Meeting Date:	August 15, 2022
From	Ernie Roberts, Police Chief
SUBJECT:	Emergency Operation Plan/Update

DECISION TO BE MADE:
Whether to adopt an updated Emergency Operations Plan (EOP) for the City of Sandy.

PURPOSE / OBJECTIVE:
The City of Sandy EOP establishes how the City will organize and respond to emergencies and disasters in the community.

BACKGROUND / CONTEXT:
Sandy's original EOP was approved by Council Resolution 2012-03 in February 2012. EOPs should be updated by cities every three years; Sandy is obviously well past that timeline.

While Sandy's original EOP was prepared with consultant assistance, this update was completed internally by City staff. Lieutenant Lundry deserves particular credit for leading this effort. Recent EOP update projects in our area were reviewed and used for reference, including the Oregon City EOP and the Clackamas County EOP.

Emergency Operations Plans Generally
As is standard for Emergency Operations Plans, Sandy's EOP establishes a strategy and operating guidelines that support implementation of the federal government's National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

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

EOPs are intended to complement and support implementation of the emergency response plans of the various local governments, special districts, and other public and private-sector entities within and around the City.

KEY CONSIDERATIONS / ANALYSIS:
The edits made in Sandy's updated EOP incorporate the evolution of the City's operations and services over the past 10 years. The edits also ensure continuing continuity with the Clackamas County EOP, the State of Oregon Emergency Management Plan, and the NationalResponse Framework. Reference changes including dates, names, and contact information were also made.

In addition to preparing this updated EOP for the Council's adoption, Police staff, in conjunction with other departments, are updating Sandy's Continuity of Operations Plan (COOP), which is an administrative policy document that supplements the EOP and details the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities.

Also in conjunction with this EOP update process, the City Manager has directed Department Heads to complete several FEMA Incident Command System (ICS) training courses, to ensure that senior staff members are prepared to execute their responsibilities in the event they are called upon in an emergency or disaster.

Finally, the process of reviewing and updating this plan has highlighted the need for dedicated emergency management personnel on City staff. Emergency preparedness is critical for our organization and community, and especially in light of Sandy's growth, this work can no longer sustainably be performed by existing staff in addition to their existing responsibilities.

RECOMMENDATION:
Staff recommends approval of this update to the City of Sandy Emergency Operations Plan.

SUGGESTED MOTION LANGUAGE:
"I move to adopt Resolution 2022-20."

LIST OF ATTACHMENTS/EXHIBITS:
- Resolution 2022-20
- Updated Emergency Operations Plan

NO. 2022-20

A RESOLUTION ADOPTING AN UPDATED EMERGENCY OPERATIONS PLAN FOR THE CITY OF SANDY

Whereas, the City of Sandy recognizes that planning and preparing for emergencies in advance can reduce potential harm to people and property within our community from natural or human-caused events such as earthquakes, fires, floods, terrorism, or other hazards; and

Whereas, the City of Sandy recognizes the importance of a unified and consistent system to prepare for, respond to, and recover from disasters and emergencies; and

Whereas, an Emergency Operations Plan (EOP) provides the framework for emergency response and emergency management in the City of Sandy during disasters; and

Whereas, the overall objective of emergency management for the City of Sandy is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural, human-caused, and national security emergencies; and

Whereas, the City of Sandy's emergency management program is committed to providing effective life safety measures, while reducing property loss and damage to the environment; and

Whereas, while the City of Sandy will endeavor to do its utmost to prepare for and respond to emergencies and disasters, it recognizes that the ultimate responsibility for emergency preparedness rests with the citizens;

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Sandy:

Section 1: the updated City of Sandy Emergency Operations Plan, dated September 2021 and attached as Exhibit A, is hereby adopted.

This resolution is adopted by the Common Council of the City of Sandy and approved by the Mayor this 15 day of August 2022

_____

Stan Pulliam, Mayor

#2022-20

ATTEST:

_____
Jeff Aprati, City Recorder

#2022-20

EXHIBIT A

City of Sandy
Clackamas County, Oregon
EMERGENCY OPERATIONS PLAN

September 2021 through September 2026

Prepared for:

City of Sandy
39250 Pioneer Blvd
Sandy, OR 97055

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

Preface

This Emergency Operations Plan is an all-hazard plan that describes how the City of Sandy 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 the National Response Framework, State of Oregon Emergency Management Plan and the Clackamas County Emergency Operations Plan.

Response to emergency or disaster conditions in order to maximize public safety and minimize property damage is a primary responsibilityof government. It is the goal of the City of Sandy 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 Sandy has formally adopted the principles of the National Incident Management System (Resolution No. 05-15), including the Incident Command System, and the National Response Framework.

Consisting of a Basic Plan, Functional Annexes that complement the 15 Federal, State, and County Emergency Support Functions, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Sandy will coordinate resources and activities with other Federal, State, local, Tribal, faith-based, civic, humanitarian, and private-sector partners.

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Letter of Promulgation

To all Recipients:

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

This Emergency Operations Plan attempts to be all-inclusive in combining the four phases of Emergency Management, which are (1) mitigation: activities that eliminate or reduce the probability of disaster and its effects; (2) preparedness: activities that governments, organizations, and individuals develop to save lives, minimize damage, and speed recovery; (3) response: activities that prevent loss of lives and property and provide emergency assistance; and (4) recovery: short- and long-term activities that return all systems to normal or improved standards.

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

Stan Pulliam, Mayor	Jeremy Pietzold, Council President
Laurie Smallwood, Council Member	Richard Sheldon, Council Member
Carl Exner, Council Member	Don Hokanson, Council Member
Kathleen Walker, Council Member	DATE

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Plan Administration

The City of Sandy City Manager will administer review, revision, and re-promulgation of this plan every five years or whenever changes occur, such as lessons learned from exercises or actual events. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made without formal City Council approval.

Record of Plan Changes

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

Date	Change No.	Purpose of Update
2012	Original Release	Update information and bring overall information and formatting in line with Emergency Operations Plans (EOP's) throughout the State of Oregon
2021	1	Update EOP information that has changed within the City, County, and State

Plan Distribution List

Copies of this plan will be provided for other jurisdictions, agencies, and interested persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective EmergencyOperations Plans when change notifications are received. The Emergency Manager is ultimately responsible for dissemination of all plan updates.

Date	No. of Copies	Jurisdiction/Agency/Person
	1	City Administration
	1	City Finance Department
	1	Sandy Fire Department
	1	City Library
	1	City Manager's Office
	1	City Planning and Development Department
	1	City Police Department
	1	City Public Works Department
	1	City Transit
	1 each	Mayor and City Council
	1	Clackamas Fire District #1
	1	Clackamas County Sheriff's Office
	1	Clackamas County Emergency Management
	1	Oregon Trail School District
	1	Oregon Emergency Management

Emergency Operations Plan Review Assignments

Unless otherwise stated, the following table identifies agencies responsible for reviewing specific plan sections and annexes. Changes will be forwarded to the City Manager for revision and dissemination of the plan. This does not preclude other departments and agencies with a vital interest in the annex from providing input to the document; such input is, in fact, encouraged.

Section/Annex	Responsible Party
Basic Plan	City Manager
Functional Annexes (FAs)	
FA 1 Emergency Services	City Manager
FA 2 Human Services	City Manager
FA 3 Infrastructure Services	Public Works Director
FA 4 Recovery Strategy	City Manager
Incident Annexes (IAs)	
IA 1 Earthquake/Seismic Activity	Public Works Director
IA 2 Severe Weather (including Landslides)	Public Works Director
IA 3 Hazardous Materials (Accidental Release)	Sandy Fire District
IA 4 Flood (including Dam Failure)	Public Works Director
IA 5 Major Fire	Sandy Fire District
IA 6 Transportation Accidents	Police Chief
IA 7 Terrorism	Police Chief
IA 8 Volcano/Volcanic Activity	Public Works Director

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Table of Contents

Preface ..... **iii**

Letter of Promulgation ..... **v**

Plan Administration ..... **vii**

Table of Contents ..... **xi**

List of Tables and Figures ..... **xvii**

1 Introduction **1-1**

1.1 General 1-1
1.2 Purpose and Scope 1-1
1.2.1 Purpose 1-1
1.2.2 Scope 1-2
1.3 Plan Activation 1-2
1.4 Plan Organization 1-2
1.4.1 Basic Plan 1-3
1.4.2 Functional Annexes 1-4
1.4.3 Incident Annexes 1-7
1.5 Relationships to Other Plans 1-7
1.5.1 Federal Plans 1-7
1.5.1.1 National Incident Management System 1-7
1.5.1.2 National Response Framework 1-8
1.5.1.3 National Disaster Recovery Framework 1-8
1.5.2 State Plans 1-8
1.5.2.1 Oregon Emergency Management Plan 1-8
1.5.3 County Plans 1-9
1.5.3.1 Clackamas County Emergency Operations Plan 1-9
1.5.4 City Plans 1-10
1.5.4.1 Continuity of Operations and Continuity of Government Plans 1-10
1.5.4.2 Natural Hazards Mitigation Plan 1-11
1.6 Authorities 1-11
1.6.1 Legal Authorities 1-11
1.6.2 Mutual Aid and Intergovernmental Agreements 1-12
1.7 Emergency Powers 1-12
1.7.1 General 1-13
1.7.2 City of Sandy Disaster Declaration Process 1-13

1.7.2.1 Emergency Acquisition of Resources 1-14
1.7.3 Clackamas County Declaration Process 1-14
1.7.4 Federal Declaration Process 1-15
1.8 Continuity of Government 1-15
1.8.1 Lines of Succession 1-15
1.8.2 Preservation of Vital Records 1-15
1.9 Administration and Logistics 1-16
1.9.1 Request, Allocation, and Distribution of Resources 1-16
1.9.2 Financial Management 1-16
1.9.3 Legal Support and Liability Issues 1-16
1.9.4 Reporting and Documentation 1-17
1.9.5 Policies 1-17
1.10 Safety of Employees and Family 1-17

2 Situation and Planning Assumptions 2-1
2.1 Situation 2-1
2.1.1 Community Profile 2-1
2.1.2 Hazards and Threats 2-2
2.1.2.1 Earthquake 2-2
2.1.2.2 Severe Storms 2-2
2.1.2.3 Hazardous Materials 2-3
2.1.2.4 Flood 2-3
2.1.2.5 Wildfire 2-3
2.1.2.6 Landslide 2-4
2.1.2.7 Transportation Accidents 2-4
2.1.2.8 Terrorism 2-4
2.1.2.9 Volcano 2-5
2.1.3 Capability Assessment 2-5
2.1.4 Hazard Analysis 2-5
2.2 Assumptions 2-7

3 Roles and Responsibilities 3-1
3.1 General 3-1
3.2 Emergency Management Organization 3-1
3.2.1 Executive Group 3-1
3.2.1.1 Mayor and City Council 3-2
3.2.1.2 City Manager 3-2
3.2.1.3 Emergency Manager 3-3
3.2.1.4 City Department Heads 3-3
3.2.2 Responsibilities of All Departments 3-4
3.2.3 Responsibilities by Function 3-5
3.2.3.1 Transportation 3-5
3.2.3.2 Communications 3-6
3.2.3.3 Public Works and Engineering 3-6
3.2.3.4 Firefighting 3-7
3.2.3.5 Emergency Management 3-8

3.2.3.6 Mass Care, Emergency Assistance, Housing, and Human Services 3-8
3.2.3.7 Logistics Management and Resource Support 3-9
3.2.3.8 Public Health and Emergency Medical Services 3-10
3.2.3.9 Search and Rescue 3-11
3.2.3.10 Oil and Hazardous Materials Response 3-11
3.2.3.11 Agriculture and Natural Resources 3-12
3.2.3.12 Energy and Utilities 3-13
3.2.3.13 Law Enforcement Services 3-13
3.2.3.14 Recovery 3-14
3.2.3.15 External Affairs 3-14
3.2.3.16 Evacuation and Population Protection 3-15
3.2.3.17 Damage Assessment 3-15
3.2.3.18 Legal Services 3-16
3.2.3.19 Volunteer and Donation Management 3-17
3.2.3.20 Other Agency Responsibilities 3-17
3.3 Local and Regional Response Partners 3-17
3.3.1 Private Sector 3-18
3.3.2 Non-Governmental Organizations 3-18
3.3.3 Individuals and Households 3-19
3.4 County Response Partners 3-19
3.5 State Response Partners 3-19
3.6 Federal Response Partners 3-20
3.7 Response Matrix 3-20

4 Concept of Operations 4-1
4.1 General 4-1
4.2 Phases of Emergency Management 4-1
4.3 Incident Levels 4-2
4.3.1 Level 1 4-3
4.3.2 Level 2 4-3
4.3.3 Level 3 4-3
4.3.4 NIMS Incident Levels 4-3
4.4 Response Priorities 4-5
4.5 Incident Management 4-6
4.5.1 Activation 4-6
4.5.2 Initial Actions 4-6
4.5.3 Communications, Notifications, and Warnings 4-7
4.5.3.1 Interoperability 4-8
4.5.4 Direction and Control 4-8
4.5.5 Demobilization 4-8
4.5.6 Transition to Recovery 4-8
4.6 Interjurisdictional Coordination 4-9
4.6.1 Municipalities 4-9
4.6.2 Mutual Aid 4-9
4.6.3 Special Service Districts 4-9
4.6.4 Private Sector 4-9

4.6.5 County Government 4-10
4.6.6 State Government 4-10
4.6.7 Federal Government 4-10

5 Command and Control 5-1
5.1 General 5-1
5.2 Emergency Operations Center 5-1
5.2.1 Emergency Operation Center Activation 5-2
5.2.2 Emergency Operations Center Location 5-2
5.3 Incident Command System 5-3
5.3.1 Emergency Operations Center Command Staff 5-5
5.3.1.1 Incident Commander 5-5

5.3.1.2 Safety Officer 5-6
5.3.1.3 Public Information Officer 5-6
5.3.1.4 Liaison Officer 5-7

5.3.2 Emergency Operations Center General Staff 5-7
5.3.2.1 Operations Section Chief 5-7
5.3.2.2 Planning Section Chief 5-8
5.3.2.3 Logistics Section Chief 5-8
5.3.2.4 Finance/Administration Section Chief 5-9
5.4 Unified Command 5-9
5.5 Multi-Agency Coordination 5-10

6 Plan Development, Maintenance, and Implementation 6-1

6.1 Plan Review and Maintenance 6-1
6.2 Training Program 6-1
6.3 Exercise Program 6-2
6.4 Event Critique and After-Action Reporting 6-3

6.5 Community Outreach and Preparedness Education 6-3
6.6 Funding and Sustainment 6-3

A Sample Disaster Declaration Forms A-1
B Incident Command System Forms B-1
C Emergency Operations Center Position Checklists C-1
D Mutual Aid Agreements D-1
E References E-1
F Acronyms and Glossary F-1

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

Support Annexes
1 SA A – Emergency Operations Plan Summary

Incident Annexes
1 IA 1 – Earthquakes/Seismic Activity
2 IA 2 – Severe Weather (including Landslides)
3 IA 3 – Hazardous Materials (Accidental Release)
4 IA 4 – Flood (including Dam Failure)
5 IA 5 – Major Fire
6 IA 6 – Transportation Accidents
7 IA 7 – Terrorism
8 IA 8 – Volcano/Volcanic Activity

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List of Tables and Figures

Figures

Figure 1-1 City of Sandy EOP Plan Organization 1-3
Figure 4-1 Phases of Emergency Management..... 4-2
Figure 5-1 Primary EOC Location 5-3
Figure 5-2 Alternate EOC Location 5-3
Figure 5-3 County EOC Location 5-3
Figure 5-4 Example of a Scalable Command Structure for the City.... 5-5
Figure 5-5 Example of Unified Command for the City..... .5-10

Tables

Table 1-4 City Coordination with County ESF's 1-5
Table 1-5 City Incident Annexes (IA's)..... 1-7
Table 1-6 Legal Authorities 1-11
Table 1-8 City Lines of Succession……1-15
Table 2-1 Clackamas County Hazard Analysis Matrix 2-6
Table 3-1 Response Partners by Emergency Support Function 3-21
Table 4-1 NIMS Incident Levels……...4-3
Table 6-1 Minimum Training Requirements……6-2

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1 Introduction

1.1 General

This Emergency Operations Plan (EOP) establishes guidance for the City of Sandy (City) actions during response to, and short-term recovery from, major emergencies or disasters. It promulgates a framework within which the City will combine technical capabilities and resources, plus the sense, judgment, and expertise of its emergency response personnel, department directors, and other decision makers. Specifically, this EOP describes the roles and responsibilities ofthe City departments and personnel when an incident occurs, and it establishes a strategy and operating guidelines that support implementation of the National Incident Management System (NIMS), including adherence to the concepts and principles of the Incident Command System (ICS).

The City views emergency management planning as a continuous process that is linked closely with training and exercises to establish a comprehensive preparedness agenda and culture. This EOP will be maintained through a program of continuous improvement, including ongoing involvement of City departments and of agencies and individuals with responsibilities and interests inthe plan.

1.2 Purpose and Scope

1.2.1 Purpose

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

This plan is not intended for day-to-day emergency responses in the City, but rather expands on the day-to-day emergency management concepts. The efforts that would be required for normal functions will be redirected to disaster incident tasks. The incident management process is intended to create a unified incident command that provides input into the decision-making process but assigns actual decision making to an agreed upon individual. Decisions will be delegated as far down the chain of hierarchy as possible to allow personnel to exercise discretionary authority in problem solving.

1.2.2 Scope

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

Notwithstanding its reach, this plan is intended to guide only the City's emergency operations, complementing, and supporting implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the City but not supplanting or taking precedence over them.

The primary users of this plan are elected officials, department heads and their senior staff members, emergency management staff, and others who may participate in emergency response and recovery efforts. The general public is also welcomed to review non-sensitive parts of this plan to better understand the processes by which the City manages the wide range of risks to which it is subject.

1.3 Plan Activation

Once promulgated by the City Council, the 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.
- Life-safety issues City-wide.

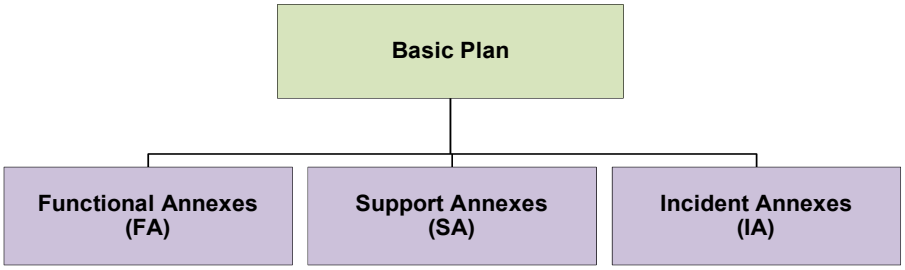
An Emergency Declaration is not required to implement the EOP or activate the Emergency Operations Center (EOC). The City Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander (IC).

1.4 Plan Organization

The City EOP is composed of four main elements:

- Basic Plan (with Appendices).
- Functional Annexes (FAs).
- Support Annexes (SAs).
- Incident Annexes (IAs).

Figure 1-1 City of Sandy EOP Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City hasstructured its emergency management organization (EMO), includingthe emergency declaration process, activation of mutual aid agreements, and request for resources and emergency spending powers.
- Describe the context under which the City's employees will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the City's agenciestasked with emergency mitigation, preparedness, response, and recovery functions.
- Describe a concept of operations for the City that provides a framework upon which the City will conduct its emergency operationsand coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activationand operation of the City Emergency Operations Center (EOC) and implementation of ICS.
- Discuss the City's protocols for maintaining and reviewing this EOP,including training, exercises, and public education components

1.4.2 Functional Annexes

The Basic Plan is supplemented by FAs, SAs, and IAs. 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 resource request procedures for seeking additional support from County agencies are clearly defined in each annex.

For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies and organizations are streamlined into four FAs:

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

The fourth functional annex, Recovery Strategy, identifies the City's roles and responsibilities for ensuring the short-term protection of the community's life, health, and safety and for supporting response missions such as fire suppression. Additionally, it helps to guide the community's long-term efforts to regain normal functions, such as commerce and employment, public transportation, and the use of structures such as buildings, bridges, and roadways.

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Request for such assistance would come from County Emergency Management. Table 1-5 outlines the ESFs each agency/organization may be requested to support.

If the County EOP is implemented during an incident or Countywide emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations in accordance with the requirements of NIMS and ICS, as necessary.

Table 1-4 City Coordination with County ESFs

Key: P – Primary S – Support	1 – Transportation (including Transit)	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
City of Sandy															
City Administration		S			S	S	S	S			S			P	P
Mayor/City Council					S									S	
Finance Department					S		P							S	
Human Resources Department					S		S								
Sandy Net		S			S		S						S	S	
Library					S		S								
Community Services Department					S	S	S	S						S	
Transit Department	P	S			S									S	
Planning Development Department			S		S		S							S	
Police Department	S	S			P		S		P	S			P	S	
Public Works Department	P	S	P	S	S		S			S	P	P	S	S	
Clackamas County															
CCOM		P													
Sheriff's Office		S					S		S	S			S	S	
Public Works	P	S	S				S			S		S	S	S	
Health, Housing and Human Services						S	S	P			P				
Emergency Management					S	S	S				S	S		S	S
Special Districts															
Sandy Fire District No. 72	S	S		P	P	S	S	S	P	P			S	S	
Oregon Trail School District		S				S	S	S						S	S
Clackamas Fire District	S	S		P	P	S	S	S	P	P			S		

Table 1-4 (continued) City Coordination with County ESFs

Key: P – Primary S – Support	1 – Transportation (including Transit)	2 – Communications	3 – Public Works and Engineering	4 – Firefighting	5 – Emergency Management	6 – Mass Care, Emergency Assistance, Housing, and Human Services	7 – Logistics Management and Resource Support	8 – Public Health and Medical Services	9 – Search and Rescue	10 – Oil and Hazardous Materials	11 – Agriculture and Natural Resources	12 – Energy	13 – Public Safety and Security	14 – Long-Term Community Recovery	15 – External Affairs
Private/Non-Profit Organizations															
NW Natural Gas												P			
Phone companies		S													
HazMat Region 3										P					
City -WQMD 554 – 1660 AM		S													S
Sandy Action Center						S	S								
Corbett NERT/CERT		S		S	S	S	S	S	S				S		S
ARES/RACES (Ham Radio)		S													
Medical Clinics (Legacy)						S		S							
Electricity (Portland General Electric)												P			
Garbage (Hood View Disposal)							S								
Student Transportation of America (STA)	S						S								
Ambulance Services - AMR						S	S	S							S
American Red Cross						P	S								S
Pamplin Media (Sandy Post)		S													
Chamber of Commerce		S					S							S	S

1.4.3 Incident Annexes

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

Table 1-5 City Incident Annexes (IAs)

Annex	Hazard
IA 1	Earthquake/Seismic Activity
IA 2	Severe Weather (including Landslides)
IA 3	Hazardous Materials (Accidental Release)
IA 4	Flood (including Dam Failure)
IA 5	Major Fire
IA 6	Transportation Accidents
IA 7	Terrorism
IA 8	Volcano/Volcanic Activity

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

If the County EOP is implemented during a Countywide incident or emergency declaration, the City will adopt command and control structures and procedures representative of the County's response operations, in accordance with the requirements of NIMS and ICS, as necessary.

1.5 Relationship to Other Plans

1.5.1 Federal Plans

1.5.1.1 National Incident Management System (NIMS)

Homeland Security Presidential Directive 5 directed the Secretary of Homeland Security to develop, submit for review by the Homeland Security Council, and administer a National Incident Management System. NIMS, including ICS, enhances the management of emergency incidents by establishing a single comprehensive system and coordinated command structure to help facilitate a more efficient response among departments and agencies at all levels of government and, if necessary, spanning jurisdictions.

1.5.1.2 National Response Framework

The NRF is a guide to how the State and Federal government should conduct all-hazards response. It is built upon a scalable, flexible, and adaptable coordinationstructure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from theserious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.

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

1.5.1.3 National Disaster Recovery Framework

The National Disaster Recovery Framework (NDRF) provides guidance to facilitate 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 a community and build a more resilient nation.

The NDRF defines:

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

1.5.2 State Plans

1.5.2.1 State of Oregon Emergency Management Plan

The Oregon EMP is developed, revised, and published by the Director of Oregon Emergency Management (OEM) under the provisions of Oregon Revised Statutes(ORS) 401.270, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.

The Oregon EMP consists of three volumes:

- *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and

plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.

- *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the EMO; contains FAs that describe the management of functional areas common to most major emergencies or disasters, suchas communications, public information, and others; and contains hazard-specific annexes.
- *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, andcitizens.

Activation and implementation of the Oregon EMP (or specific elements of the plan) may occur under various situations. The following criteria would result inactivation of the EMP, including the EOP:

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

1.5.3 County Plans

1.5.3.1 Clackamas County Emergency Operations Plan

The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in thesurrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and activities with other Federal, State, local, Tribal, and private-sector partners. Use of NIMS/ICS is a key element in the overall County response structure and operations.

The County EOP Basic Plan describes roles, responsibilities, and concepts of operations, command, and control, while clearly defining escalation pathways andlegal authorities involved with critical decision making and resource allocation bylocal and county governments. The 15 ESF annexes supplement the information in the Basic Plan and are consistent with the support functions identified in State and Federal plans. Each ESF serves as an operational-level mechanism for identifying primary and support entities to maintain capabilities for providing resources and services most likely needed throughout all phases of an emergency.In addition, the County EOP contains IAs to provide tactical information and critical tasks unique to specific natural and human-caused/technological hazards that could pose a threat to the County.

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

1.5.4 City Plans

1.5.4.1 Continuity of Operations and Continuity of Government Plans

The City has formalized a Continuity of Operations (COOP) plan. This plan maybe used in conjunction with the EOP during various emergency situations. COOP and Continuity of Government (COG) plans detail the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. Parts of these plans identify essential functions of local government, private-sector businesses, and community servicesand delineate procedures to support their continuation. COOP/COG plan elements may include, but are not limited to:

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

1.5.4.2 Natural Hazard Mitigation Plan

A Natural Hazards Mitigation Plan (NHMP) was adopted by the City of Sandy on January 4, 2010. The NHMP was developed as an addendum to the Clackamas County NHMP to increase the community's resilience to natural hazards. Theaddendum focuses on the natural hazards that could affect the City, including floods, landslides, wildfires, severe storms, earthquakes, and volcanoes.

See Chapter 2 and the NHMP for a more detailed hazard analysis.

1.6 Authorities

1.6.1 Legal Authorities

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

The City conducts all emergency management functions in a manner consistentwith NIMS. Procedures supporting NIMS implementation and training for the City are in the process of being developed and formalized by the City.

City Administration has been identified as the lead agency in the EMO. The CityManager, given the collateral title of Emergency Manager, has the authority and responsibility for the organization, administration, and operations of the EMO.

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

Table 1-6 Legal Authorities

Federal
— Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended
— National Incident Management System (NIMS)
— National Response Framework (NRF)
— Homeland Security Presidential Directive 5: Management of Domestic Incidents
— Homeland Security Presidential Directive 8: National Preparedness
— Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness
— Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006

Table 1-6 Legal Authorities (continued)
State of Oregon
— ORS 401, Emergency Management and Services
— ORS 402, Emergency Mutual Assistance Agreements
— ORS 403, 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System
— ORS 404, Search and Rescue
— ORS 431, State and Local Administration and Enforcement of Health Laws
— ORS 433, Disease and Condition Control; Mass Gatherings, Indoor Air
— ORS 476, State Fire Marshal; Protection From Fire Generally
— ORS 477, Fire Protection of Forests and Vegetation
— State of Oregon Emergency Operations Plan (2017)
Clackamas County
— Clackamas County Emergency Operations Plan
— Clackamas County Code 6.03, Emergency Regulations.
— Board Order #2008-154, September 2008
— Resolution 2005-26, February 2005
City of Sandy
— Resolution to Standardize and Enhance Incident Management Procedures Nationwide, Resolution 2005-06; April 4th, 2005

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 401.480 and 401.490) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement).

Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476(the Oregon State Emergency Conflagration Act).

See Appendix D for existing Mutual Aid Agreements.

Copies of these documents can be accessed through online document archives. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources.

1.7 Emergency Powers

1.7.1 General

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

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

The City Attorney should review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all the above powers. The disaster declaration process follows these three steps:

Step 1	Step 2	Step 3
Local Declaration of Emergency	State Declaration of Emergency	Federal Disaster Declaration

1.7.2 City of Sandy Disaster Declaration Process

A declaration of emergency by the City is the first step in accessing State and Federal assistance. The Mayor (or designee), as authorized by the City Code, may declare that a stateof emergency exists. This declaration remains in effect until the Mayor or other authorized person terminates the state of emergency when the emergency, or threat of emergency, no longer exists.

OEM has set forth the following criteria necessary in declaring a local emergency:

- Describe the circumstances impacting an identified geographic area.
- Identify the problems for which assistance is needed.
- Clearly state what has been done locally to respond to the impact and what local resources have been expended.

- Request of resources needed, and the type of assistance required

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

Operations:	Identify necessary resources and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
Planning:	Provide situation and resource summaries. Provide initial and preliminary damage assessments.
Logistics:	Compile resource requests.
Finance:	Assist in preliminary damage assessment and coordinate damage survey activities
Command:	Present the declaration package to the Mayor and City Council

The City may choose to declare a local emergency even if the need for additional support or resources is not anticipated to implement provisions of the emergency code. The City's request for a declaration must be processed through Clackamas County Emergency Management to OEM. The request for a disaster declaration and assistance does not indicate the surrender of Command responsibility and authority.

1.7.2.1 Emergency Acquisition of Resources

During a declared emergency, the City is authorized to extend government authority to non-governmental resources (e.g. personnel and equipment) that may support regular government forces during an emergency and may enter into agreements with other public and private agencies for use of resources. When real or personal property is taken under power granted by this section, the owner of the property shall be entitled to reasonable compensation.

1.7.3 Clackamas County Declaration Process

Clackamas County Code 6.03 restricts the BCC's authority to declare an emergency for the unincorporated areas of the County unless one or more citieshave asked to be included in the declaration. County and city officials must coordinate emergency declarations closely when incidents cross city/county boundaries to ensure inclusion for anticipated needs.

The Clackamas County Board of County Commissioners (BCC) may declare an emergency when:

- It is beneficial to centralize control of county assets under the Chair; authorizing implementation of extraordinary emergency protective measures.
- Providing specific legal protection for actions initiated under emergency

conditions.

- Setting the stage for requesting state and/or federal assistance toaugment local resources and capabilities.

At the earliest practical opportunity, the BCC shall adopt a written declaration of emergency, which shall become part of the County's official records. If circumstances prohibit the timely action of the BCC, the Chair of the BCC may declare a state of emergency and seek approval of a majority of the BCC at the first available opportunity.

1.7.4 Federal Declaration Process

The Federal Government may declare an incident either an "emergency" or a "major disaster." When the President of the United States declares either condition to exist, various resources of the federal government are available to respond to the emergency, and disaster funding is made available for recovery. Certain federal agencies have disaster responsibilities which can be activated short of a federal disaster declaration.

The Governor of the State of Oregon, with assistance of Oregon Emergency Management (OEM), will prepare and forward a request for a Presidential declaration of an emergency or a major disaster to FEMA Region 10, who will, in turn, present it to the President.

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-8 provides the policy and operational lines of succession during an emergency for the City.

Table 1-8 City Lines of Succession

Emergency Operations	Emergency Policy and Governance
City Manager/Asst. City Manager	Mayor
Police Chief	Council President
Public Works Director	City Councilors (order of succession)

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

1.8.2 Preservation of Vital Records

Each City department must provide for the protection, accessibility, and recovery of the

agency's vital records, systems, and equipment. These are records, systems, and equipment that if irretrievable, lost, or damaged will materially impair the agency's ability to conduct business or carry out essential functions. In regard, each agency should have a maintenance program for the preservation and quality assurance of data and systems. The program should weigh the cost of protecting or reconstructing records against the necessity of the information to achieving the agency mission.

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

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

The City Emergency Manager (or designee) 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. Once mutual aid optionshave been exhausted, all assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Managementprocesses subsequent assistance requests to the State.

In the case of fires that threaten life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Sandy Fire District Fire Chief assesses the status of the incident(s) and, after determining thatall criteria have been met for invoking the Conflagration Act, notifies the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

1.9.2 Financial Management

During an emergency, the City is likely to find it necessary to redirect City 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, willdeclare a State of Emergency, and will request assistance through the County as necessary.

Expenditure reports are submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. Human Resources will support procurement issues related to personnel, both volunteer and paid. In addition, copies of expense records and all supporting documentationshould be submitted for filing Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests.

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 theCity and its surrounding

areas.

1.9.4 Reporting and Documentation

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

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

1.9.5 Policies

The following policies enable the City to make effective use of available resources in its efforts to minimize the effects of emergencies.

- Essential City services will be maintained for as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City departments, disaster relief, volunteer organizations, and the private sector.
- Environmental, technological, and civil emergencies may be of such magnitude and severity that they require County, State, and Federal assistance.
- County and State support of City emergency operations will be based on the principal of self-help. The City will be responsible for utilizing all available local and mutual aid resources prior to requesting assistance from either County Emergency Management or the State of Oregon.
- When an emergency exists, all City departments will put their emergency operations plans and operating guidelines into limited or full operation, as necessary.
- In the event of an emergency, the IC has the authority to re-assign City personnel to assist in response.
- Operational situation and status reports will be made by incident management staffs based upon severity of the emergency or anticipated emergency; reports will include:
    - Estimated time and location of impact.
    - Date, time, and location of the actual emergency.
    - For emergencies with minimum or no warning date, time, location, known or estimated number of injuries or casualties, and estimated damage at time of report.
    - Date and time of activation of department emergency operations.

  Such reports will be forwarded to the Mayor, City Manager, department

directors, EOC and Field Operations Center, and affected jurisdictions as appropriate.

- Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or handicap. The needs of special populations shall be identified and planned for as directed by policy makers and according to federal regulations and guidance. Special populations may include, but are not limited to:
  - Physical or mentally handicapped persons.
  - Non-English speakers.
  - The aged or infirm.
  - The incarcerated.
  - The hospitalized.

The City has the following programs in place for special populations:

- TTD/TTY contact for the hearing-impaired.
- Spanish/English speakers in the Police Department, identified language skills of other City employees.
- Handicapped access to City facilities.
- Identified transportation assistance through Transit Department for the physically handicapped

- Emergency response often requires decisions to be made quickly under adverse conditions. Emergency conditions may require actions that are not listed in this plan or that run counter to guidelines suggested. Government entities complying with this plan shall not be liable for injury, death, or loss of property except in cases of willful misconduct or gross negligence.

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 911 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 requiredprocedures established by each agency and department.

During biological incidents or public health emergencies such as pandemics, maintaining a resilient workforce is essential to performing the response activities required to protect the City and surrounding community from significant impacts to human lives and the economy. Thus, personnel should beprovided 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 (PPE) decisions will be specific tothe type of incident occurring 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 (OSHA) may provide assistance and guidance on worker safety and health issues. Information about emergency procedures and critical tasks involved in a biological emergencyincident or disease outbreak is presented in ESF 8 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 encouraged 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 will be further developed through ongoing COOP and COG planning.

2 Situation and Planning Assumptions

2.1 Situation

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

2.1.1 Community Profile

The City of Sandy is a scenic community with beautiful views and vast outdoor recreationalopportunities, and it serves as a gateway for tourists visiting Mount Hood and the Mount Hood National Forest. The City's residents enjoy a rural lifestyle while still having access to the urban amenities of Portland, located 25 miles away. The topography in the City is quite diverse, ranging from the steep Sandy River Canyon to relatively flat farmland. The areas to the east and south of the City are mostly forested land, and areas to the north and west of the City are primarily farmland.

State Highway 26 passes directly through the center of the city with traffic flow from east to west. Highway 26 is a major thoroughfare for those travelling between the Portland Metro area to Mt. Hood and Central Oregon. There are over 40,000 unique vehicles travelling through daily and a significant commercial trucking presence hauling both hazardous and non-hazardous materials. State Highway 211 runs through the southern edge of the City.

The U.S. Census Bureau shows Sandy's 2021 population at 11,551, making it the 45th largest city in Oregon and the 2797th largest city in the United States. Sandy is currently growing at a rate of 0.71% annually and its population has increased by 20.70% since the most recent census, which recorded a population of 9,570 in 2010. Spanning over 3 miles, Sandy has a population density of 3,325 people per square mile.

The average household income in Sandy is $80,007 with a poverty rate of 9.51%. The median rental costs in recent years (2019) comes to $1,228 per month, and the median house value is $281,300. The median age in Sandy is 36.2 years, 34.8 years for males, and 37 years for females. The City has 4,066 housing units of which 73.1% are owner occupied.

Annual events include the Mountain Festival, July 4th Fireworks Celebration, Hood to Coast, Wine in the Woods, Summer Sounds, Starlight Cinema, weekly

farmers markets during the summer months, and other family events throughout the year. While these events can be an economic support to the local economy, they also bring challenges such as higher traffic volumes, crowd control, and the potential for civil unrest, as with any event that draws groups of people.

2.1.2 Hazards and Threats

The City is exposed to a wide range of natural and human-caused hazards and threats, all of which have the potential to disrupt the community, causing casualties and/or damaging property and the environment. Possible natural hazards include droughts, floods, wildfires, and winter storms.

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

2.1.2.1 Earthquake

Within the Northern Willamette Valley/Portland Metro Region, three potential faults and/or zones can generate high-magnitude earthquakes affecting the City. These include the Portland Hills Fault Zone, Gales Creek- Newberg-Mt. Angel Structural Zone, and the Cascadia Subduction Zone.

Historical records show over 56 earthquakes in the Portland metro area. The most severe earthquakes occurred in 1877, 1880, 1953, and 1962. The most recent severe earthquake was the March 25, 1993, Scotts Mills quake, which was a 5.6 magnitude quake, with aftershocks continuing at least through April 8.

2.1.2.2 Severe Storms

In recent years, several storms have caused undue stress on City resources, including the following:

- From December 26, 2003, to January 14, 2004, a severe winter storm covered the City in three inches of ice, and a fire broke out after a power line was pulled down.
- A windstorm from December 14 to 15, 2006, toppled trees onto Highway 26, requiring the highway to be temporarily closed.
- From December 26, 2008, to January 2, 2009, Oregon experienced its worst winter storm in 40 years. City public works crews worked extended hours to clear arterials, but smaller roads could not be cleared quickly due to limited staff and equipment. The City hired private contractors to assist in snow removal efforts, but some citizens could not get out of their homes to purchase food, refill prescriptions, or make medical appointments. Safety officials, City staff, and citizens with four-wheel drive vehicles and snowmobiles helped these citizens

leave their homes to fulfill needed errands. In addition to creating access problems, the snowpack saturated soils with water, and two mudslides occurred.

- Between February 11th and February 15th, 2021, a significant ice storm impacted the city causing power outages along with manpower and resource impacts to Public Works. The City relied on Portland Water Bureau for additional water which cost approximately $25,000 upfront and also impacts charges at approximately $2,000/month additional on our water bill from Portland into 2022.

2.1.2.3 Hazardous Materials

The ever-increasing use of hazardous materials poses a serious threat to life, property, and the environment. These products, which are used in agricultural, industrial, and other modern technologies, are becoming increasingly complex, with many new products developed and introduced annually. Incidents involving the release of hazardous materials may occur during handling at industrial facilities using such materials or during the transportation of such materials by rail or highway.

Southern Pacific Railroad's mainline carries thousands of rail cars of hazardous materials through the County each year. Interstate 205 is the designated alternate route to Interstate 5 for through-shipments of hazardous materials. Hazardous materials incidents could include the release of radiological materials in accidents at fixed sites or during transportation or resulting from an accidental weapon detonation. The City also has a major state highway running through the middle of the downtown corridor. Roughly 40,000 cars and large semi-trucks per day, some of which may be carrying hazardous materials, pass through Sandy on Highway 26 on the way to or from the Mount Hood recreational area.

2.1.2.4 Flood

The main sources of flooding in the City are Tickle Creek, Cedar Creek, Badger Creek, and numerous drainage ways. Regionally, the Sandy River is a flooding source as well. On January 1–2, 2009, a winter storm event led to flooding throughout many of the smaller tributaries and drainage ways. Some homeowners rerouted the culverts and drainage ways near their homes to protect their property, but this resulted in more damage and flooding to neighbors downstream and to other parts of the City. Some City residents depend on culverts to access their homes. A few of these culverts were washed out, essentially cutting citizens off from their homes. Two trailers were lost, and many homes experienced crawlspace flooding.

2.1.2.5 Wildfire

In 1951, approximately 2,000 acres burned in Clackamas and Multnomah Counties. In 2001, lightning strikes started eight fires in eastern Clackamas County on U.S. Forest Service lands, burning about 80 acres. In 2002, the Bowl Fire burned over 300 acres just east of Estacada. The Cascade Range, which

includes the City of Sandy, has a relatively small population, and is characterizedby heavily forested slopes. No history of wildfires is reported for Sandy proper.

On September 7th, 2020, the most destructive wildfire event on record in Oregon began with multiple plume driven fires occurring within Clackamas County causing mass evacuations of neighboring cities and unincorporated Sandy. There were over 1 million acres burned, thousands of homes lost, and 11 confirmed deaths attributed to the event. This led to many evacuees coming to Sandy from all over Clackamas County seeking shelter and aid causing significant impacts to essential services, traffic, shelter, and limited resources available within the City.

2.1.2.6 Landslide

Areas within the City that have experienced landslides in the past include Ten Eyck Road, Highway 26, Bluff Road, Barlow Trail, Laughing Water Road, Coalman Road, and Salmon River Road. In 1980, a landslide on Ten Eyck Road closed Highway 26 for 3–4 months. This was one of the biggest impacts that the City has experienced as a result of sliding activity. More recently, landslides occurred on January 1 and 2, 2009. On the night of January 1, a large mudslide to the east of the City closed Highway 26 at milepost 35. At about 1:00 am on January 2, a bank above the old Bill's Automotive location on the south side of Highway 26 gave way and destroyed the building. The slide also damaged a fiber optic cable and took out 911 service for part of the early morning.

2.1.2.7 Transportation Accidents

This hazard may include major incidents involving motor vehicles, trains, aircraft,or vessels. An additional hazard is created by a major natural gas pipeline that crosses the County and throughout the City along Highway 26. Hazards increase significantly if incidents include a fire or explosion, a release of hazardous materials, or large numbers of casualties. Railroad tracks carrying both freight and passenger trains travel through the county. Flight paths for Portland International Airport pass over parts of the City. Motor vehicle risks may include multi-passenger vehicles such as the many buses that carry skiers over dangerous roads on Mount Hood. The Willamette River is navigable but poses minimal risk due to limited commercial traffic.

2.1.2.8 Terrorism

This hazard may include bomb threats, arson, kidnapping, or other violent acts done to intimidate a population or government into granting the demands of the perpetrators. This hazard is most often associated with insurrection, revolution, or making a political statement and may include threats to cause mass death or damage to critical infrastructure. Separatist groups such as cults, survivalists, and militias have used terrorism in the past to gain attention to their cause. A terrorist incident may involve the use of weapons of mass destruction, including biological, nuclear,

incendiary, chemical, or explosive materials.

2.1.2.9 Volcano

Mount St. Helens' 1980 eruption is well known. Mount Hood, while not as active in recent years, has experienced four major eruptions during the last 15,000 years. The most recent occurred 200-300 years ago. Emissions also occurred in 1859, twice in 1865, and in 1903 when steam and fragments of rock and lava were ejected. During the past 2,000 years, lava domes at Mount Hood have grown and collapsed, creating hundreds of pyroclastic flows extending 7 miles down the mountain's southwest flank. This volcano remains in an active state.

Due to the City's location on the Sandy River and proximity to Mount Hood, the City may experience some of the immediate effects that eruptions have on surrounding areas (e.g., evacuees, ashfall, seismic activity). It is estimated that a lahar resulting from an eruption of Mount Hood would take two hours to reach the City, allowing time for individuals to evacuate if needed. A steep bluff shields the City from the Sandy River, so a lahar should not affect assets within City limits.

2.1.3 Capability Assessment

The availability of the City's physical and staff resources may limit the City's capability to conduct short- and long-term response actions on an independent basis. City response capabilities are also limited during periods when essential staff is on vacation, sick, or under furlough due to budgetary constraints. The City has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction's limitations based on training, equipment, and personnel.

2.1.4 Hazard Analysis

In the Hazard Analysis **(see table next page**), each of the hazards and threats described 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 atotal risk score for that hazard. Note that while many hazards may occur together or because of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

Table 2-1 Clackamas County Hazard Analysis Matrix

Hazard	Rating Criteria with Weight Factors				Total Score
	History [1] (WF=2)	Vulnerability [2] (WF=5)	Max Threat [3] (WF=10)	Probability [4] (WF=7)	
Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)					
Earthquake-Cascadia	4	45	100	49	198
Earthquake-Crustal	6	50	100	21	177
Public Health Emergency	8	45	80	35	168
Wildfire	12	25	70	56	163
Winter Storm	10	30	70	49	159
HAZMAT Incident	10	30	60	42	142
Drought	10	15	50	56	131
Flood	16	20	30	56	122
Windstorm	14	15	50	42	121
Landslide & DebrisFlow	14	15	20	63	112
Transportation Accident	4	30	40	28	102
Volcano	2	35	50	14	101
Terrorism	2	30	40	21	93
Extreme Heat	2	20	40	14	76
Dam Failure	2	15	40	7	64
Civil Disorder	6	15	20	14	55

Notes:

1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low =less than 1% affected.
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst-case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.

2.2 Assumptions

The assumptions upon which this EOP is predicated are outlined below.

- The City will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- It is possible for a major disaster to occur at any time and at any place in the County. In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.
- Proper implementation of this plan will reduce or prevent disaster-related losses.

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

The City of Sandy conducts all emergency management functions in accordance with NIMS. To assist with training and preparing essential response staff and supporting personnel to incorporate ICS/NIMS concepts into all facets of an emergency, each agency is responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies. The City also works with the Sandy Fire District and the Oregon Trail School District to enhance the level of emergency response in the community.

During a City-declared disaster, control is not relinquished to County or State authority but remains at the local level for the duration of the event. Some responsibilities may be shared under mutual consent. Most City departments have emergency functions in additional to their normal duties. Each department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as individual annexes.

3.2 Emergency Management Organization

The City does not have an office or division of emergency management services separate from its existing departments. The City Manager (or designee) serves as the Emergency Manager and may, depending on the size or type of incident,

delegatethe authority to lead response and recovery actions to other City staff. Additionally, some authority to act in the event of an emergency may already be delegated by ordinance or by practice. As a result, the organizational structure for the City's emergency management program can vary dependent upon thelocation, size, and impact of the incident.

For the purposes of this plan, the City's emergency management structure will be referred to generally as the City EMO. Under this structure, the City Manager would be considered the Emergency Manager, unless this role has been otherwise delegated. Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

The EMO for the City is divided into two general groups—the Executive Group and Emergency Response Agencies—organized by function.

3.2.1 Executive Group

The Executive Group is referred to in this plan as a single body, but it may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for local elected and appointed officials include:

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

3.2.1.1 Mayor and City Council

The ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies this responsibility includes encouraging positive support with 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 of a need for a State of Emergency, the Mayor or designee will initiate and terminate the State of Emergency through a Declaration ratified by the Council.

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by City ordinance.
- Adopting an EOP and other emergency management–related resolutions.
- Declaring a State of Emergency and providing support to the IC in requesting assistance through the County (performed by the Mayor or designee).
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending PIO briefings.

3.2.1.2 City Manager

The City Manager is responsible for:

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

3.2.1.3 Emergency Manager

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

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

3.2.1.4 City Department Heads

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

3.2.2 Responsibilities of All Departments

Individual departments are an integral part of the emergency organization. While some departments' staff are first responders, the majority focus on supporting these first responders and/or on the continuity of services they provide to the public. Organizationally, they are a component that provides support and communication for responders.

All City departments are response for:

- Supporting EOC operations to ensure that the City is providing for the public safety and protection of the citizens it serves.
- Establish, in writing, an ongoing line of succession of authority for each department; this document must be made known to departmentemployees, and a copy must be filed with the City Manager.
- Develop alert and notification procedures for department personnel.
- Develop operating guidelines to implement assigned duties specified by this plan.
- Track incident-related costs incurred by the department.
- Establish internal lines of succession of authority.
- Ensure that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assign personnel to the EOC, as charged by this plan.
- Develop and implement procedures for protecting vital records, materials, and facilities.
- Promote family preparedness among employees.
- Ensure that staff complete any NIMS-required training.
- Ensure that department plans and standard operating procedures (SOPs) incorporate NIMS components, principles, and policies.
- Allow staff time for preparedness training and participation in exercises.

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include fire departments, law enforcement, emergency medical service (EMS) providers, and the public health, environmental health, and public works departments. This section is organized by function, with the primary responsibility assigned to the appropriate City or County agency.

3.2.3.1 Transportation

Public Works, Sandy Area Metro Police Department, Oregon Housing and Associated Services - Wheels (OHAS-Wheels), and Clackamas County Transportation and Development

Transportation responsibilities include:

- Planning for and identifying high-hazard areas and numbers of potential evacuees and numbers of people requiring transportation to reception areas (including special needs populations).
- Coordinating transportation needs for special populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.
- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period.
- Preparing and maintaining supporting SOPs and annexes.

3.2.3.2 Communications

Alert and Warning

Police Department, Sandy Fire District, City Administration, Oregon Trail School District and Clackamas County Communications (CCOM)

Alert and warning responsibilities include:

- Disseminating emergency public information, as requested.
- Receiving, verifying, and disseminating warning information to the public and key County and City officials.
- Preparing and maintaining supporting SOPs and annexes.

Communication Systems

Police Department, CCOM

Communication responsibilities include:

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

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

3.2.3.3 Public Works and Engineering

Public Works Department, Building Department, Clackamas County Transportation and Development

City public works agencies are responsible for the following tasks in an emergency:

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.

- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste-water treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.4 Firefighting

Sandy Fire District and Clackamas County Fire District

City fire services are responsible for the following tasks during an emergency:

- Providing fire prevention, education, inspection, suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire and life safety hazards.
- Providing hazardous materials spills containment, clean-up, planning,and coordination.
- Inspecting shelters for fire and life safety hazards and coordinating with the Mass Care Liaison.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.5 Emergency Management

Emergency Operations Center

City Administration and Police Department, Sandy Fire District, and OregonTrail School District

The following tasks are necessary for the City to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Directing and controlling local operations resources.
- Maintaining contact with neighboring jurisdictions and the County EOC.
- Maintaining the EOC in an operating mode at all times or ensuring the ability to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

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

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

Clackamas County Health, Housing and Human Services, American Red Cross,, and Oregon Trail School District

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. County Health, Housing and Human Services (also referred to as H3S Department), with support from the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, such as sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 11 – Agriculture and Natural Resources; general responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the Shelter Management program (stocking, marking, and equipping, etc.) for natural disasters.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.
- 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 American Red Cross and Salvation Army).
- Identifying sources of clothing for disaster victims (may coordinate with the Salvation Army or other disaster relief organization).
- Securing sources of emergency food supplies (with the American 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 American Red Cross.
- Coordinating special care requirements for sheltered groups such as unaccompanied children and the elderly.

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

3.2.3.7 Logistics Management and Resource Support

City Administration, Finance, Human Resources, and County Emergency Management

The following tasks are necessary to identify and acquire resources before and during an emergency:

- Establishing procedures for employing temporary personnel for disaster operations.
- In cooperation with the Police Department, establishing and **3.**

maintaining a staffing reserve

- 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.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.8 Public Health and Emergency Medical Services

Clackamas County Health, Housing and Human Services, and American Red Cross

The City relies on the County to provide public health and human services and has adopted the relevant parts of the County EOP. The County Health, Housing and Human Services 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 caused by bioterrorism, epidemic or pandemic diseases, or novel and highly fatal infectious agents or biological or chemical toxin incidents in urban or rural areas in the County. The Health, Housing and Human Services Director also serves as the Health Department representative for the County EMO. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 8 – Public Health and Medical Services; general responsibilities include:

- Coordinating with hospitals, clinics, nursing homes/care centers, and behavioral health organizations, including making provisions for the "special needs" population.
- Coordinating with the Medical Examiner and Funeral Directors to provide identification and disposition of the dead.
- Coordinating mass vaccination chemoprophylaxis.
- Coordinating isolation and/or quarantine of infected persons.
- Coordinating delivery and set-up of the National Pharmaceutical Stockpile Plan.
- Providing emergency counseling for disaster victims and emergency response personnel suffering from behavioral and emotional disturbances.

- Coordinating for Council of Churches and other volunteer agencies.

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

Emergency Medical Services

Sandy Fire District, Clackamas Fire District, and American Medical Response (AMR)

EMS providers are responsible for:

- Coordinating provision of EMS.
- Requesting additional EMS assets as necessary.

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

3.2.3.9 Search and Rescue

Clackamas County Sheriff's Office

The Sheriff's Office is responsible for:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.10 Oil and Hazardous Materials Response

Sandy Fire District and Office of State Fire Marshal Regional HazMat Team No. 3

Hazardous Materials Response

Oil and Hazardous Materials responsibilities include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.

- Identifying the needs for Hazardous Materials incident support from regional and State agencies.
- Disseminating protective action.
- Conducting environmental short- and long-term cleanup.
- Preparing and maintaining supporting SOPs and annexes.

Radiological Protection

General responsibilities include:

- Establishing and maintaining a radiological monitoring and reporting network.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system.
- Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses.
- Coordinating radiological monitoring throughout the County.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.11 Agriculture and Natural Resources

Clackamas County Health, Housing and Human Services

Agriculture and Natural Resources–related responsibilities include:

- Providing nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.
- Providing natural and cultural resources and historic properties protection and restoration.
- Protecting the safety and well-being of household pets.

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

3.2.3.12 Energy and Utilities

City Administration, Public Works, and Public/Private Utilities

Energy and utilities related responsibilities include:

- Working with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
- Coordinating temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished. Critical facilities may include primary and alternate EOCs, hospitals/critical care facilities, designated shelters, government offices/facilities, water/sewage systems, and other essential community services.

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

3.2.3.13 Law Enforcement Services

Police Department

City enforcement services are responsible for the following tasks:

- Protecting life and property and preserving order.
- Providing law enforcement and criminal investigation.
- Providing traffic, crowd control, and site security.
- Isolating damaged area.
- Providing incident security.
- Providing public information officers
- In cooperation with CCOM, serving as the City Alert and Warning and activation point.
- Providing security for vital/critical facilities, including the EOC, shelters, etc.
- Directing incident/site security.
- Providing support to Fire, Community Development, and Public Works departments' emergency operations as requested and within capability.
- Developing alternate dispatch plans in the event that 911 service is interrupted.
- Preparing and updating the City's Evacuation Plan.
- Providing damage reconnaissance and reporting.
- Evacuating disaster areas.

- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.14 Recovery

City Administration and multiple other agencies

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 in conducting 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.
- Providing support by locating, purchasing, and coordinating delivery of resources necessary during or after an incident in the City.

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

3.2.3.15 External Affairs

City Administration

The following tasks are necessary to ensure provision of reliable, timely, and effective information/warnings to the public at the onset of, and throughout, a disaster:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- Arraigning 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 scheduled and unscheduled inquiries from the media and the public.
- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.
- Preparing and maintaining supporting SOPs and annexes.

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

3.2.3.16 Evacuation and Population Protection

Police Department and Sandy Fire District

The following tasks are necessary to implement and support protective actions by the public and coordinate an evacuation:

- Defining responsibilities of City departments and private-sector groups.
- Identifying high hazard areas and corresponding number 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.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Building Department

The Building Department is responsible for:

- 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.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- 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.
- Preparing and maintaining supporting SOPs and annexes.

See FA 4 – Recovery strategy for more details.

3.2.3.18 Legal Services

City Counsel (Beery, Elsner & Hammond, LLP)

City Counsel is responsible for the following tasks in the event of an emergency:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress
  - Limit or restrict use of water or other utilities
  - Remove debris from publicly or privately owned property.
- Reviewing and advising City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all the above powers.
- Preparing and recommending local legislation to implement the emergency powers required during an emergency.

- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for the exercising of emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.
- Preparing and maintaining supporting SOPs and annexes.

3.2.3.19 Volunteer and Donation Management

Community Services, Finance Department, and Human Resources

Responding to incidents frequently exceeds the City's resources. Volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers and donated goods into its response activities. This plan should:

- Assign liaison to staff the EOC to coordinate social services and donations.
- Establish a system for matching unmet needs with offers of assistance based on the incident and transition into Long-term Recovery team as appropriate.
- Coordinate efforts between the local and County COAD.
- Participate in trainings and exercises.

3.2.3.20 Other Agency Responsibilities

Other City department and agency heads not assigned a specific function in this plan will be prepared to make their resources (including personnel) available for emergency duty at the direction of the City Manager.

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

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

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

3.3.2 Nongovernmental Organizations

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

The roles of NGOs in an emergency may include:

- 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 and shelter, and assistance with post-emergency cleanup.
- Identifying those whose needs have not been met and helping coordinate the provision of assistance.

3.3.3 Individuals and Households

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

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans.
- Monitoring emergency communications carefully.
- Volunteering with established organizations.
- Enrolling in emergency response training courses.

3.4 County Response Partners

The County Emergency Management Director has been appointed under the authority of the Board of County Commissioners. The County Emergency Management 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.

3.5 State Response Partners

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

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

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

3.6 Federal Response Partners

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

See the NRF for details on the Federal government's emergency management organization and detailed roles and responsibilities for Federal departments.

3.7 Response Matrix

Table 3-1 (**starts on next page**) provides a matrix, by ESF, of the local, State, and Federal primaryorganizations that the City may rely on in the event of an emergency.

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment ■	City Public Works Department Sandy Area Metro OHAS-Wheels	Dept. of Transportation and Development	Department of Transportation	Department of Transportation
ESF 2 Communications	■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure	City Police Department City Administration	Emergency Management CCOM Sheriff's Office CARES	Oregon Emergency Management Public Utility Commission	Department of Homeland Security (National Protection and Programs/ Cyber security and Communications/ National Communications System), Department of Homeland Security (Federal Emergency Management Agency)
ESF 3 Public Works & Engineering	■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for lifesaving and life-sustaining services	City Public Works Department	Dept. of Transportation and Development	Department of Transportation	Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 4 Firefighting	■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations	Sandy Fire District Clackamas Fire Dist.	Emergency Management Fire Defense Board	Department of Forestry Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)
ESF 5 Emergency Management	■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management ■	City Administration City Police Department Sandy Fire District	Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	■ Mass care ■ Emergency assistance ■ Disaster housing ■ Human services ■	City Administration American Red Cross	Health, Housing and Human Services	Department of Human Services Oregon Health Authority	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.)	City Administration Sandy Fire District	Emergency Management	Oregon Military Department Department of Administrative Services	General Services Administration Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	■ Public health ■ Medical services ■ Behavioral health services ■ Mass fatality management ■	City Administration (Coordinate with Health Dept.) Sandy Fire District American Medical Response Local Clinics	Health, Housing and Human Services Local Hospitals Local Emergency Medical Services	Department of Human Services (Public Health Division)	Department of Health and Human Services

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 9 Search & Rescue	■ Life-saving assistance ■ Search and rescue operations	City Police Department	Sheriff's Office Fire Defense Board	Oregon Emergency Management Office of the State Fire Marshal	Department of Homeland Security (FEMA, U.S. Coast Guard) Department of the Interior (National Park Service) Department of Defense
ESF 10 Oil & Hazardous Materials	■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup	Sandy Fire District Regional Hazardous Materials Team	Emergency Management Fire Department	Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security (U.S. Coast Guard)
ESF 11 Agriculture & Natural Resources	■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets	City Administration	Emergency Management Health, Housing and Human Services Dog Services (DTD) Oregon State University Extension	Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast	City Administration Local Utilities	Emergency Management	Department of Energy Public Utility Commission	Department of Energy

Table 3-1 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 13 Public Safety & Security	■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control	City Police Department	Sheriff's Office	Department of Justice Oregon State Police Department of Administrative Services	Department of Justice
ESF 14 Long-Term Community Recovery	■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation	City Administration	Emergency Management Health, Housing and Human Services	Oregon Business Development Department Oregon Emergency Management Governor's Recovery Planning Cell (Governors Recovery Cabinet)	Department of Agriculture Department of Homeland Security Department of Housing and Urban Development Small Business Administration
ESF 15 External Affairs	■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs ■	City Administration Oregon Trail School District Sandy Fire District	Public and Government Affairs	Governor's Office Oregon Emergency Management	Department of Homeland Security (FEMA)

4 Concept of Operations

4.1 General

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

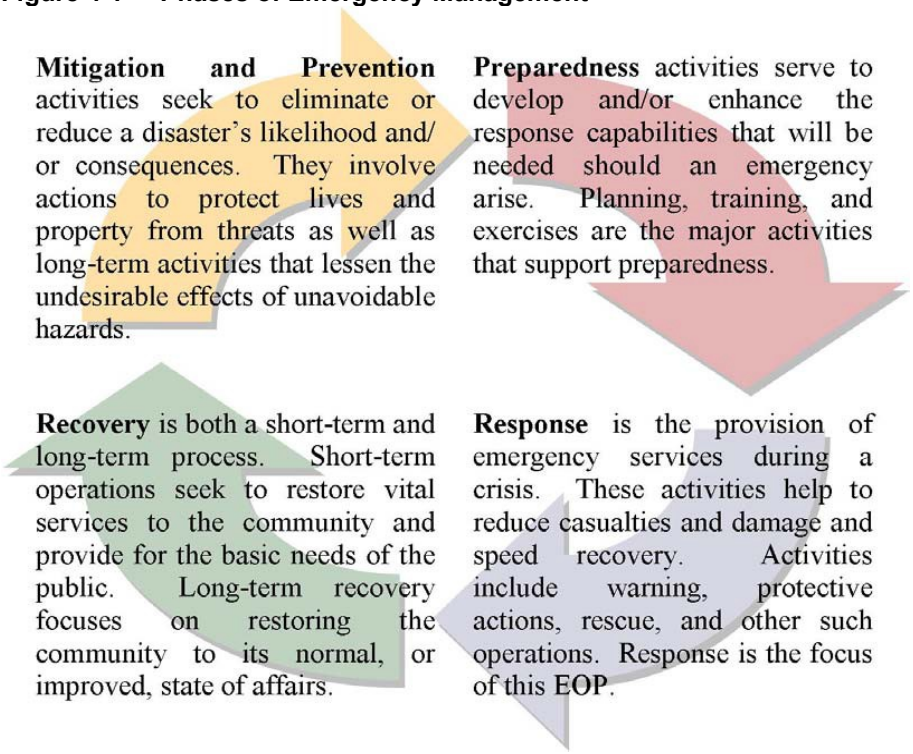
The basic concept of emergency operations focuses on managing and using all available resources at the local level for effectively responding to all types of emergencies. Local government has the primary responsibility for emergency management functions and for protecting life and property from the effects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

Responsibilities include management and coordination of large-scale events, identifying and obtaining additional assistance and resources for emergency response agencies from the County, State, and/or Federal government through the City EMO.

4.2 Phases of Emergency Management

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan rather than a comprehensive emergency management plan, as its emphasis is on incident management rather than on program management. This EOP impacts and is informed by activities conducted before and after any emergency operations take place. A brief description of the four phases of emergency management is provided below.

Figure 4-1 Phases of Emergency Management



This plan will be implemented in the context of a continuous stream of incidents, events, and occurrences, any of which may develop into an emergency. Constant situational awareness is essential to maintaining a forward-leaning posture that facilitates rapid response. Situational awareness refers to the ongoing process of collecting, analyzing, and disseminating intelligence, information, and knowledge to allow organizations and individuals to anticipate requirements and to react quickly and effectively. Situational awareness comprises an interactive process of sharing and evaluating information from multiple sources, integrating communications, and reporting activities, and forecasting or predicting incidents todetect and monitor threats and hazards. These activities are the basis for advice, alert and warning, intelligence and information-sharing, technical assistance, consultations, notifications, and informed decision making at all interagency and intergovernmental levels, as well as on the part of the private sector and the public.

4.3 Incident Levels

Incident levels assist response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations will not always fit

neatly into these levels, and any incident has the potential to intensify and expand. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

4.3.1 Level 1

Level 1 situations are often referred to as "routine" crisis management or emergency situations that can be handled using resources available at the incident location. For these situations, it may not be necessary to implement an emergency plan. Outside assistance is usually not required.

4.3.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. The IC may implement selected portions of the City EOP.

4.3.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

4.3.4 NIMS Incident Levels

While the City uses incident levels that are consistent with the County and State EOP's, incident types at the Federal level are based on the following five levels of complexity. (Source; US Fire Administration)

Table 4-1	NIMS Incident Levels
Type 5	■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the IC) 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, and a police traffic stop.

Table 4-1	NIMS Incident Levels (continued)
Type 4	■ Command staff 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 may 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 role of the agency administrator includes operational plans that contain objectives and priorities.
Type 3	■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all the Command and General Staff positions may be activated, as well as the 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.

Table 4-1	NIMS Incident Levels (continued)
Type 2	■ This type of incident extends beyond the capabilities for local control and is expected to go 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 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	■ This type of incident is the most complex, requiring national resources to manage and operate safely and effectively. ■ 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 have briefings and will ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 Response Priorities

1. **Lifesaving/Protection of Property**: Saving lives receives top priority. Such efforts may include prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.

2. **Incident Stabilization**: Second priority is given to protecting mobile response resources, isolating impacted areas, and containing the incident (if possible).

3. **Property Conservation**: Third priority is given to protecting public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

4.5 Incident Management

4.5.1 Activation

When an emergency arises, and it is determined that the normal organization and functions of City government are insufficient to effectively meet response requirements, the City Council or City Manager will activate and implement all or part of this EOP. In addition, the City Manager, Fire Chief, Police Chief, or Emergency Manager, or their designees, may partially or fully activate and staff the City EOC based on an emergency's type, size, severity, andanticipated duration. An Emergency Declaration is not required to implement theEOP or activate the EOC. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an IC. Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

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

4.5.2 Initial Actions

Upon activation of all or part of this EOP, the IC (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary. *See FA 1 – Emergency Services Annex for more detail.*
- Initiate emergency sheltering procedures with the American Red Cross and other community partners if evacuation procedures are activated. *See FA 2 – Human Services Annex for more detail.*
- Instruct appropriate City emergency service providers to activate necessary resources.

- Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
- Request the Mayor or City Council to prepare and submit a formal Declaration of Emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations. The official declaration may be preceded by a verbal statement.
- Prepare to staff the City EOC as appropriate for the incident with maximum 12-hour shifts.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications, Notifications and Warnings

Traditional communication lines, such as landline telephones, cellular phones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel throughout the duration of response activities. The EOC will also maintain and utilize the 800-megahertz and VHF radio systems as well as Ham and FRS/GMRS. *See FA 1 – Emergency Services for more detail.*

A public warning and broadcast system is under development for the City to provide emergency information and instructions during a pending or actual emergency incident or disaster. The EOC Group shall provide the public with educational/instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster through the Sandy Community Radio. FA 1 – Emergency Services provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community. These procedures and call-down lists are available through the front desk of the police department. Additionally, CCOM maintains contact lists of police employees. External partners can be activated and coordinated through the City EOC.

Plain language will be used during any multi-jurisdictional emergency response occurring in the City and is essential to public safety, especially the safety of first responders and those affected by the incident. The use of common terminology enables area commanders, State and local EOC personnel, Federal operational coordinators, and responders to communicate clearly with each other and effectively coordinate response activities, regardless of an incident's size, scope, or complexity. The ability of responders from different jurisdictions and different disciplines to work together depends greatly on their ability to communicate with each other.

4.5.3.1 Interoperability

The City will maintain the ability of emergency management/response personnel to interact and work well together. In the context of technology, interoperability also refers to having an emergency communications system that is the same or is linked to the same system that a jurisdiction uses for nonemergency procedures, and that effectively interfaces with national standards as they are developed. The system should allow the sharing of data with other jurisdictions and levels of government during planning and deployment.

4.5.4 Direction and Control

Direction and control of City emergency operations will be conducted via ICS and the Multi-Agency Coordination System, as described in Section 5, Command and Control.

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

4.5.5 Demobilization

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

4.5.6 Transition to Recovery

Recovery comprises steps that the City will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communication, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human needs (e.g., food, clothing, and shelter). Once stability is achieved, the City can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing applications, processes, and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

See FA 4 – Recovery Strategy for more detail.

4.6 Inter-jurisdictional Coordination

4.6.1 Municipalities

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

4.6.2 Mutual Aid

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

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

4.6.3 Special Service Districts

Sandy Fire District is a special service district providing fire protection to the City. This district is governed by an elected Board of Directors and has policies and procedures separate from City and County government. Special service districts often overlap City and County boundary lines and thus may serve as primary responders to emergencies within their service districts.

4.6.4 Private Sector

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

4.6.5 County Government

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

4.6.6 State Government

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

4.6.7 Federal Government

The County shall make requests for Federal disaster assistance to OEM. Federal resources may be requested and provided prior to the formal declaration of a disaster in emergency response situations. A Presidential Disaster Declaration makes available extensive disaster response and recovery assistance, including financial support to governments, businesses, and individual citizens.

5 Command and Control

5.1 General

The responsibility for emergency management, direction, and control of City departments in a time ofdisaster belongs to the elected City Council. The City Manager is empowered to assume executive control over all departments, divisions, and offices of the City of Sandy during a state of emergency. The Mayor may declare a "state of emergency," place this plan into effect, and activate and staff the City EOC on full or partial basis. If one or more of these are implemented, a report of such action will be made to the City Council at the first available opportunity. The Fire Chief and/or the Police Chief (or designee) becomes the IC and is responsible for performing such duties as causing emergency measures to be enforced and designating emergency areas.

The City Manager (or designee) is responsible for ensuring that coordinated and effective emergency response systems are developed and maintained. Existing government agencies will perform emergency activities closely related to those they perform routinely. Specific positions and agencies are responsible for fulfilling their obligations as presented in this EOP and individual annexes. As the IC, the Police Chief and/or Fire Chief (or designee) will provide overall direction of response activities for allCity departments. In accordance with State statute (ORS 401.305), the City Manager (or designee) may take extraordinary measures in the interest of effective emergency management. Department heads will retain control over their employees and equipment unless directed otherwise by the City Manager (ordesignee). Each department or agency will be responsible for having its own SOPs to be followed during response operations.

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

5.2 Emergency Operations Center

Response activities will be coordinated from an EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will, in fact, become the seat of government for the duration of the crisis. The EOC will serve as a Multi-Agency Coordination System, if needed.

5.2.1 Emergency Operation Center Activation

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

- The EOC will be activated by the City Manager, Police Chief, or Fire Chief (or their designees). The IC will assume responsibility for all operations and direction and control of response functions.
- The IC will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The IC may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The IC will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5.2.2 Emergency Operations Center Location

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

Sandy Police Department
39850 Pleasant Street, Sandy, OR 97055

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

Fire Annex Building
17460 Bruns Avenue, Sandy, OR 97055

Figure 5-1 Primary EOC Location

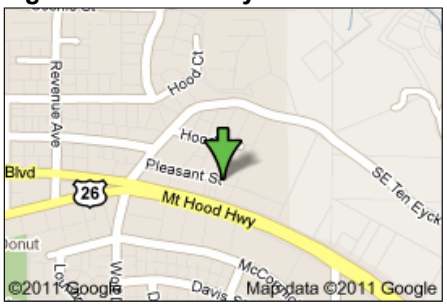
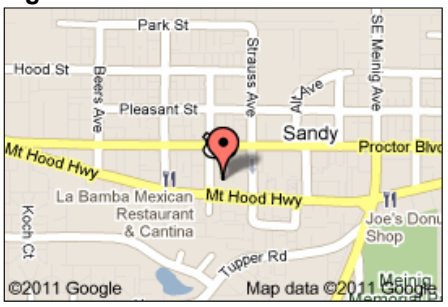


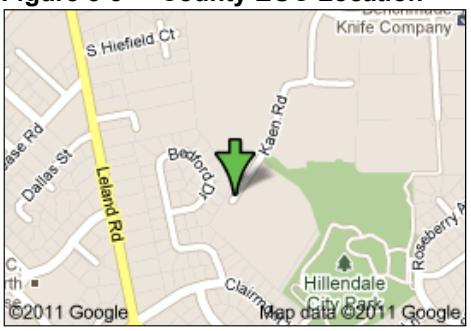
Figure 5-2 Alternate EOC Location



The **County EOC** is co-located with Clackamas County Emergency Management and CCOM offices at:

2200 Kaen Road
Oregon City, OR 97045

Figure 5-3 County EOC Location



See FA 1 – Emergency Services for more detail.

5.3 Incident Command System

In Oregon, implementation of NIMS and ICS is mandatory during an emergency incident. NIMS is a comprehensive, national approach to incident management, applicable to all jurisdictional levels and across functional disciplines. ICS is a standardized, flexible, scalable, all-hazard incident management system designed to be utilized from the time an incident occurs until the need for management and operations no longer exists. The system consists of practices for managing resources and activities during an emergency response and allows agencies to communicate using common terminology and operating procedures. It also allows for effective coordination and allocation of resources throughout an incident's duration.

The ICS structure can be expanded or contracted, dependingon the incident's changing conditions. It can be staffed and operated by qualifiedpersonnel from any emergency service agency and may involve personnel from avariety of disciplines. As such, the system can be utilized for any type or size of emergency, ranging from a minor incident involving a single unit to a major

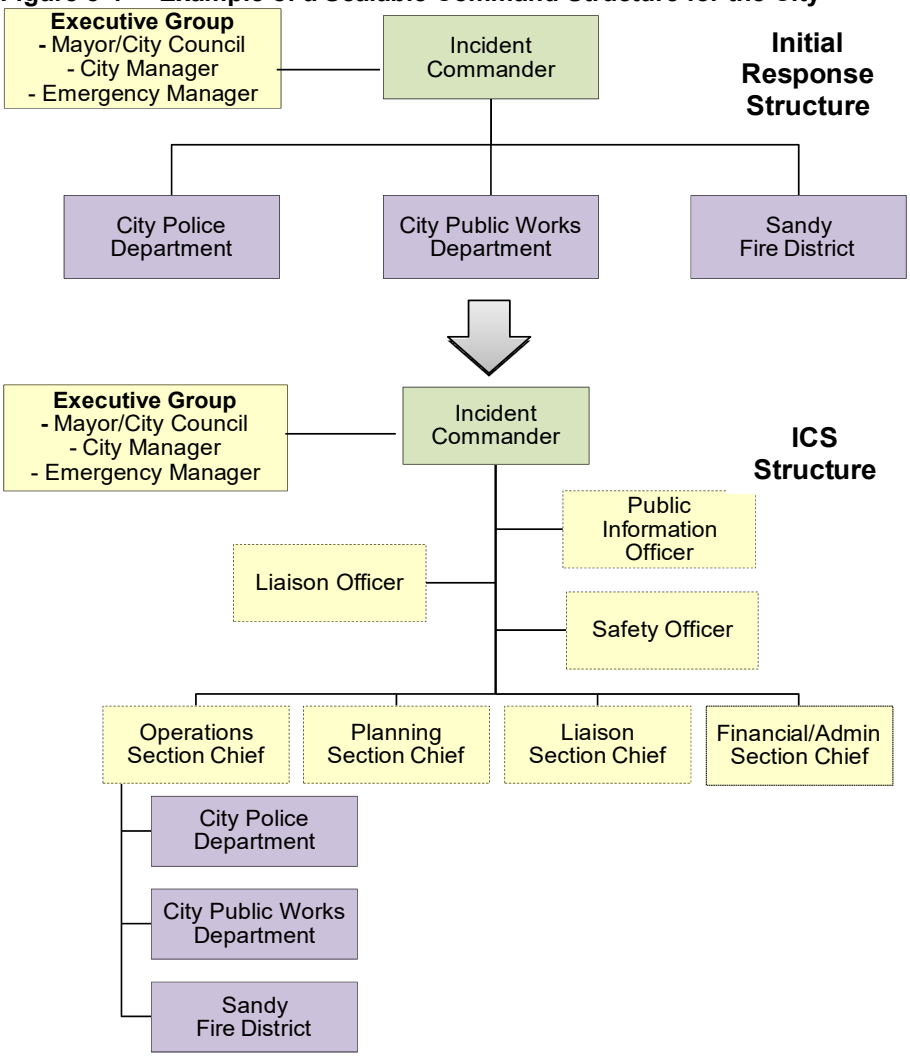
emergency involving several agencies and spanning numerous jurisdictions. The City has established an EMO, supporting EOC activation and operational procedures, and position checklists compliant with NIMS/ICS. This information is contained within this EOP; however, this document is not an EOC manual. A transitional ICS organizational chart for the City is presented in Figure 5-4.

The initial City response structure consists of the IC and single-resource agencies (i.e., the Public Works Department, Police Department, and Sandy Fire District). Depending on the incident, the Public Works Director, Police Chief, or Fire Chief may act as both the IC and chief of their respective resource agencies. During the initial response, an IC from the appropriate agency will be located at the on-scene incident command post and will assume the responsibilities of the public information officer, liaison officer, and safety officer command staff responsibilities until these responsibilities are delegated.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will expand into an ICS structure supported by full command and general staff positions. The City may activate the EOC and assign an IC. The City will require and request additional personnel to support this expanded structure. Depending on the incident type, the Public Works Department, Police Department, and Fire District will support the Operations Section Chief. Other City departments (e.g., City Administration) may support the expanded command or general staff roles as applicable. Following a declaration of emergency, the City may receive assistance from the County and may utilize and support the County ICS structure. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the IC may change to meet the needs of the incident.

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

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



5.3.1 Emergency Operations Center Command Staff

5.3.1.1 Incident Commander

The IC is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the IC is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP).
- Coordinating activities supporting the incident or event.

- 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
  - General Staff.

5.3.1.2 Safety Officer

The Safety Officer is generally responsible for:

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

5.3.1.3 Public Information Officer

A lead PIO will most likely coordinate and manage a larger public information network representing local, County, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the public.
- Coordinating information sharing among the public information network using a Joint Information System and, if applicable, establishing and staffing a Joint Information Center.
- Implementing information clearance processes with the IC.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.3.1.4 Liaison Officer

Specific liaison roles may be incorporated into the command structure established at the City and/or County EOC, depending on the type of emergency incident that has occurred. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American 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 IC, government officials, and stakeholders.

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

5.3.2 Emergency Operations Center General Staff

5.3.2.1 Operations Section Chief

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

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

Private entities, companies, and NGOs may also support the Operations section. The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

5.3.2.2 Planning Section Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

5.3.2.3 Logistics Section Chief

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

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

5.3.2.4 Finance/Administration Section Chief

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

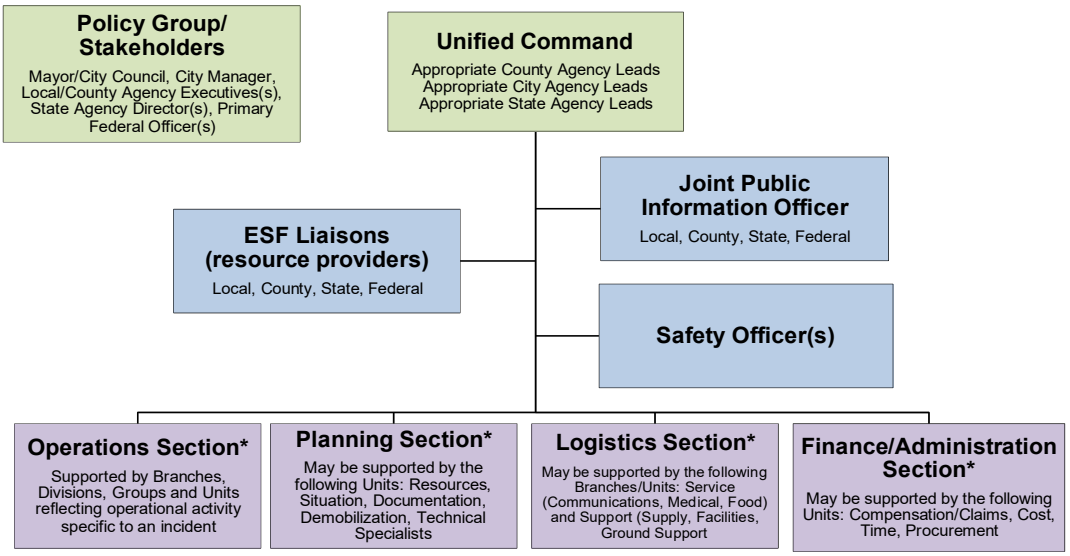
- Monitoring costs related to the incident.
- Maintaining accounting, procurement, and personnel time records.
- Conducting cost analyses.

5.4 Unified Command

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

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional persons are not required, the IC will directly manage all aspects of the incident organization. Figure 5-2 is an example of a UC organizational chart for the City. It provides operational flexibility to expand or contract staffing, depending on the incident's nature and size.

Figure 5-5 Example of Unified Command for the City



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

5.5 Multi-Agency Coordination

In the event the City is coordinating a response with other jurisdictions or agencies with authority over the incident it may choose to implement a Multi-Agency Coordination (MAC) Group. Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together and form MAC Groups. MAC Groups may also be known as a multiagency committees, emergency management committees, or as otherwise defined by the system. 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

At a minimum, this EOP will be formally reviewed and re-promulgated every five years to comply with State requirements. This review will be coordinated by the City of Sandy Assistant City Manager and will include participation by members from each of the departments assigned as lead agencies in this EOP and its supporting annexes. This review will:

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary.

Recommended changes should be forwarded to:

Tyler Deems, Asst. City Manager
39250 Pioneer Blvd.
Sandy, OR 97055
tdeems@ci.sandy.or.us

6.2 Training Program

The City Emergency Manager (or designee) specifically coordinates training for City personnel and encourages them to participate in trainings hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City. The Emergency Manager (or designee) maintains records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and command and general staff. NIMS identifies these positions as follows:

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

Table 6-1 provides the minimum training requirements for the City's emergency personnel.

Table 6-1 Minimum Training Requirements

Emergency Personnel	Training Required
Emergency Managers and Incident Commanders	ICS-100, -200, -300, -400 IS-700, -701, -703, -704, -800
Other Command Staff, Section Chiefs, and Deputy Section Chiefs	ICS-100, -200, -300 IS-700, -701, -703, -704 (-702 for PIOs)
All other EOC personnel and first responders	ICS-100, -200 IS-700, -701, -703, -704
All other emergency response personnel, including volunteers	ICS-100 IS-700
Independent study courses can be found at http://training.fema.gov/IS/crslist.asp.	

6.3 Exercise Program

The City will conduct exercises twice a year to test and evaluate this EOP. Whenever feasible, the City will coordinate with neighboring jurisdictions and State and Federal government to participate in joint exercises. These exercises will consist of a variety of tabletop exercises, drills, functional exercises, and full-scale exercises.

As appropriate, the City will use Homeland Security Exercise and Evaluation Program (HSEEP) procedures and tools to develop, conduct, and evaluate these exercises. Information about this program can be found at https://www.fema.gov/emergency-managers/national-preparedness/exercises/hseep

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

6.4 Event Critique and After-Action Reporting

To document and track lessons learned from exercises, the Emergency Manager will conduct a review, or "hot wash," with exercise participants after each exercise. The Emergency Manager will also coordinate an After-Action Report, which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and After-Action Reports will be facilitated after an actual disaster that will document activities of the incident to improve the City's readiness.

6.5 Community Outreach and Preparedness Education

Educational tools are used to teach the public about threats, disasters, and what to do when an emergency occurs. The City recognizes that citizen preparedness and education are vital components of overall readiness.

Information about the City's public education programs, hazard and mitigation information, and other emergency management and emergency services can be found at https://www.ci.sandy.or.us

6.6 Funding and Sustainment

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

- Identify funding sources for emergency management programs, personnel, and equipment.
- Ensure that the City 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.

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A Sample Disaster Declaration Forms

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DECLARATION OF STATE OF EMERGENCY

To: _____,
Clackamas County Office of Emergency Management

From: _____,
City of Sandy, Oregon

At _____(time) on _____(date),

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

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

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

Signed: _____

Title: _____ Date & Time: _____

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

INSTRUCTIONS FOR COMPLETING THE DISASTER DECLARATION FORM:

RESPONSIBILITY: Completion of the Disaster Declaration Form is the responsibility of the Lead Agency or of the Incident Commander.

TIMELINE: As soon as possible after the initial assessment is made; or when it becomes apparent that the provisions of the City Emergency Code are necessary, or when assistance beyond that of mutual aid is necessary.

DISTRIBUTION: Command and General staff, City Manager, Mayor and City Council, Clackamas County Emergency Management, Oregon Emergency Management. This request may be passed to Clackamas County via radio, telephone, teletype, or fax. Hard copies must be sent to the Clackamas County Emergency Management and Oregon Emergency Management and a copy placed in the final incident package.

Clackamas County Emergency Management	*503-655-8224/503-655-8531 (fax)
Oregon Emergency Management	503-378-2911/503-588-1378 (fax)

SPECIAL INSTRUCTIONS:

FROM: Personnel of the City of Sandy who may sign this declaration include the Mayor (or designee), City Manager (or designee), and Incident Commander. If time is not critical, the Council should meet to ratify the declaration. If time is of the essence, any of the above personnel may proceed with the declaration, with ratification occurring as soon as possible.

"Current situation and conditions" should include the rationale supporting the declaration of disaster, including (as appropriate), the need for additional powers to protect the public, the status of City response, commitment of City and mutual aid resources, and projection of incident potential.

"Geographic Boundaries" should be specific unless the entire City is impacted.

"Forms of Assistance" requests should be specific, including numbers, special qualifications, and tasks to be assigned. For example, if the National Guard is requested, describe tasks for which its resources will be used.

*The Clackamas County EOC may provide other numbers during emergency activation.

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B Incident Command System Forms

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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

All fillable forms accessible at https://www.nwcg.gov/publications/ics-forms

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Emergency Operations Center Position Checklists

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Index of EOC Position Checklists

The following checklists have been printed and are in the EOC.

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

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D Mutual Aid Agreements

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Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the City. **Copies of these mutual aid agreements can be found in Bold Planning.**

- **Bomb Arson Tracking System Program**; Sandy Police Department and the Bureau of Alcohol, Tobacco, Firearms and Explosives, Unknown date. Allows for the use of an information system that will collect, analyze information related to explosives, arson, and the suspected criminal misuse of explosives.

- **Clackamas County Dispatch Center Member Board Charter**; Sandy Police Department and the Clackamas County Dispatch Center Board Member Charter, July 3, 2009. Establishes an executive Boar and Service Committees for the 911 dispatch center that dispatches the Sandy Police Department. This agreement provides an avenue for operational and budgetary development of services.

- **Clackamas County Interagency Amber Alert Agreement**; Sandy Police Department and the Clackamas County Interagency Amber Alert Team, December 16, 2002. Mutual agreement by all law enforcement agencies in Clackamas County providing for the development of internal policy, process, and training as related to missing children. It is also agreed that the Sandy Police Department will follow the Amber Alert criteria and process of the Amber Alert Program.

- **Interagency Investigative Agreement**; Sandy Police Department and the Interagency Major Crimes Team for Clackamas County, November 2, 2006. This agreement provides guidelines ad policies for the inter-agency investigation of major crimes committed in the venues of the participating agencies. When activated a team of investigators will respond to a criminal incident in Sandy. The team will the assist in the investigation. Our detective is a team member and may be called upon to assist other agencies with their criminal investigations.

- **Intergovernmental Agreement** between City of Sandy and Sandy Fire District, June 11, 1996. The Sandy Fire District will provide fire protection services to both City and adjoining area.

- **Intergovernmental Agreement** between Sandy Police Department and CCOM forming the 800 Radio Group.

- **Intergovernmental Agreement** between Sandy Police Department and CCOM forming the 800 Radio Group. This agreement is pursuant to ORS 190.010 and 190.030.

- **Oregon Public Works Emergency Response Cooperative Assistance Agreement**; Oregon Department of Transportation and City of Sandy, February 28, 2010. Enables public works agencies to support each other during an emergency, provides the mechanism for immediate response to the requesting agency when the responding agency determines it can provide the needed resources and expertise, and sets up the documentation needed to seek maximum reimbursement possible from appropriate federal agencies.

- **Sandy Police Department MOU with Todos Juntos,** October 24, 2010. Todos Juntos provides staff to oversee the Juvenile Diversion Program. Staff from Todos Juntos, have contact with juvenile offenders, do assessments, refer and assist family and youth in accessing community resources, and track all necessary documentation.

E References

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Federal

- Public Law 93 234, as amended, Flood Disaster Protection Act of 1973.
- Public law 93-288, The Disaster Relief Act of 1974, as amended by Public Law 100-707, The Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988.
- The Code of Federal Regulations, Title 44, Part 206.
- Federal Emergency Management Agency, FEMA 64, Emergency Action Planning Guidelines for Dams, 1985.
- Federal Emergency Management Agency, Comprehensive Planning Guide 101, 2009.
- National Response Framework, 2008.
- National Incident Management System, 2008.
- Homeland Security Presidential Directive 5: Management of Domestic Incidents, 2003.

State

- Oregon Emergency Management. State of Oregon Emergency Declaration Guidelines for Local Elected and Appointed Officials. March 2005.
- Oregon Revised Statutes (ORS) 401.305 through 401.335, 294.455 and 279B.080.
- Office of the State Fire Marshal. Oregon Fire Services Mobilization Plan. March 2010.

County

- Clackamas County Emergency Operations Plan, 2017
- Memoranda of Agreement / Understanding

Other

- City of Sandy Natural Hazard Mitigation Plan. 2010.
- City of Sandy Continuity of Operations Plan.

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

F

Acronyms and Glossary

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Acronyms

ADA	Americans with Disabilities Act
AMR	American Medical Response
BCC	Board of County Commissioners
CBRNE	Chemical, Biological, Radiological, Nuclear, Explosive
CCOM	Clackamas County Communications
CERT	Citizen Emergency Response Team
CFR	Code of Federal Regulations
City	City of Sandy (governing body)
COG	Continuity of Government
COOP	Continuity of Operations Plan
County	Clackamas County
DRC	Disaster Recovery Center
DSHS	Department of Social and Health Services
EAS	Emergency Alert System
ECC	Oregon Emergency Coordination Center
EMO	Emergency Management Organization
EMP	State of Oregon Emergency Management Plan
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FA	Functional Annex
FBI	Federal Bureau of Investigations
FEMA	Federal Emergency Management Agency
HazMat	Hazardous Materials
IA	Incident Annex
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
JIC	Joint Information Center

LEDS	Law Enforcement Data System
MOU	Memorandum of Understanding
NERT	Neighborhood Emergency Response Team
NGO	Nongovernmental Organization
NHMP	Natural Hazards Mitigation Plan
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NTSB	National Transportation Safety Board
ODOT	Oregon Department of Transportation
OEM	Oregon Emergency Management
OERS	Oregon Emergency Response System
OHAS-Wheels	Oregon Housing and Associated Services - Wheels
ORS	Oregon Revised Statutes
ORWARN	Oregon Water/Wastewater Agency Response Network
OSP	Oregon State Police
PAC	Public Assistance Coordinator
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RACES	Radio Amateur Civil Emergency Service
SA	Support Annex
SBA	Small Business Administration
SOP	Standard Operating Procedure
State	State of Oregon (governing body)
UC	Unified Command
USDA	United States Department of Agriculture
VA	Veterans Administration
WMD	Weapons of Mass Destruction

Glossary of Key Terms

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

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

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

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

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

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

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

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the IAP.

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 also Supporting Agency.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters. (Department of Homeland Security, National Response Plan (December 2004), 64.)

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

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

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

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

Emergency: Absent a Presidential declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency is 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.

Emergency Management Assistance Compact: The Emergency Management Assistance Compact is an interstate mutual aid agreement that allows states to assist one another in responding to all kinds of natural and man-made disasters. It is administered by the National Emergency Management Association.

Emergency Operations Centers: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be 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, and

medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

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

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

Emergency Response Provider: Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

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

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

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

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

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

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

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term "function" is also used when describing the activity involved, e.g., the planning

function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

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

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

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

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program that provides a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at http://www.hseep.dhs.gov.

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

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

Incident 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 managing the incident during one or more operational periods.

Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated

with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

Incident Management Team: The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting 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-Specific Hazards: Anticipated events that may or may not occur that require coordinated response to protect life or property, e.g., pandemic flu, avian flu, etc.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information but also ensures that it reaches those who need it to perform their missions effectively and safely.

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of NIMS that holds that systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and functions that come together under NIMS are to be effective in domestic incident management. Interoperability and compatibility are achieved using such tools as common communications and data standards, digital data formats, equipment standards, and design standards. (Department of Homeland Security, National Incident Management System (March 2004), 55.)

Inventory: An itemized list of current assets such as a catalog of the property or estate, or a list of goods on hand.

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

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues 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., City, County, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) that improve performance of others in the same discipline. For additional information please visit https://www.llis.dhs.gov/

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

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

Local Government: A County, municipality, City, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity,

or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

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

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

> "any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby."

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

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

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

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

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

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

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

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

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. National Disaster Medical System provides resources for meeting the continuity of care and behavioral health services requirements of the ESF 8 in the National Response Framework.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

National Response Framework: A guide to how the United States conducts all-hazards incident management. It is built upon flexible, scalable, and adaptable coordinating structures to align key roles and responsibilities across the nation. It is intended to capture specific authorities and best practices for managing incidents that range from the serious but purely local, to large-scale terrorist attacks or catastrophic natural disasters. The National Response Framework replaces the former National Response Plan.

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

No-Notice Events: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property (i.e. terrorist attacks and threats, wildland and urban fires, floods, hazardous materials spills, nuclear accident, aircraft accident, earthquakes, hurricanes, tornadoes, public health and medical emergencies etc.)

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

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

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

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

Planning: A method to developing objectives to be accomplished and incorporated into an EOP.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and

documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

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

Preplanned Event: A preplanned event is a non-emergency activity. ICS can be used as the management system for events such as parades, concerts, or sporting events, etc.

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

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

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

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

Public Information Systems: The processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

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

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

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

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

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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

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

during a disaster. For additional information, please visit https://rtlt.preptoolkit.fema.gov/Public

Resource Typing Standard: Categorization and description of response resources that are commonly exchanged in disasters through mutual aid agreements. The FEMA/NIMS Integration Center Resource typing definitions provide emergency responders with the information and terminology they need to request and receive the appropriate resources during an emergency or disaster.

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

Response: Activities 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.

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

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

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

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

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

Standard Operating Procedures: A complete reference document that details the procedures for performing a single function or a number of independent functions.

Standardization: A principle of NIMS that provides a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various area, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (March 2004), 2.)

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

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

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

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

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

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

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

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass

destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

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

Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

Tribal: 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: A classification of resources in the ICS 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 Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

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

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

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

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1 FA 1 – Emergency Services

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Table of Contents

1 Purpose and Scope ..... FA 1-1

2 Policies and Agreements ..... FA 1-1

3 Situation and Assumptions ..... FA 1-2
3.1 Situation ..... FA 1-2
3.2 Assumptions ..... FA 1-2

4 Roles and Responsibilities ..... FA 1-4
4.1 Emergency Manager ..... FA 1-4
4.2 Fire Chief ..... FA 1-4
4.3 Police Chief ..... FA 1-4
4.4 Public Works Director ..... FA 1-5
4.5 Community Development Director/Building Official ..... FA 1-5
4.6 Finance Director ..... FA 1-6
4.7 Other City Departments ..... FA 1-6
4.8 Other Organizations ..... FA 1-6

5 Concept of Operations ..... FA 1-6
5.1 Emergency Management Organization ..... FA 1-6
5.2 Emergency Operations Center ..... FA 1-7
5.2.1 Facilities and Equipment ..... FA 1-7
5.2.2 EOC Activation ..... FA 1-8
5.2.3 EOC Activation Triggering Mechanism ..... FA 1-8
5.2.4 Emergency Operations Center Access ..... FA 1-9
5.2.5 Emergency Operations Center Staffing Pattern ..... FA 1-9
5.2.6 De-Activation Guidelines ..... FA 1-9

6 Emergency Services Functions ..... FA 1-9
6.1 Communications ..... FA 1-9
6.1.1 Emergency Communications Systems ..... FA 1-9
6.1.2 Alert and Warning ..... FA 1-10
6.2 Fire Services ..... FA 1-11
6.3 Resource Management ..... FA 1-11
6.3.1 General Guidelines ..... FA 1-12
6.3.2 Emergency Fiscal Management ..... FA 1-12
6.4 Emergency Medical Services ..... FA 1-13
6.5 Search and Rescue ..... FA 1-13
6.6 Hazardous Materials Response ..... FA 1-13
6.7 Law Enforcement Services ..... FA 1-13
6.8 Emergency Public Information ..... FA 1-14

6.8.1 Information Flow ..... FA 1-14
6.8.2 Joint Information System ..... FA 1-14
6.8.3 Media Briefing Facilities ..... FA 1-15
6.8.4 Media Access to the Scene ..... FA 1-15
6.8.5 Public Assistance ..... FA 1-16
6.9 Evacuation and Population Protection ..... FA 1-16
6.9.1 Identification of Need ..... FA 1-16
6.9.2 Determination of Time Needed for Evacuation ..... FA 1-17
6.9.3 Shelter-in-Place ..... FA 1-17

7 Supporting Plans and Procedures ..... FA 1-17

8 Appendices ..... FA 1-18
Appendix A EOC Operations ..... FA 1-19
Appendix A-1 EOC Organizational Chart ..... FA 1-21
Appendix A-2 EOC Floor Plan ..... FA 1-23
Appendix A-3 Incident Briefing Agenda ..... FA 1-25
Appendix B Emergency Public Information Materials ..... FA 1-29
Appendix B-1 EAS Templates ..... FA 1-31
Appendix B-2 Guidelines for Release of Information to the Media ..... FA 1-33
Appendix B-3 Sample Media Statement Format ..... FA 1-35
Appendix C Evacuation ..... FA 1-37
Appendix C-1 Evacuation Order ..... FA 1-39
Appendix C-2 Evacuation Routes ..... FA 1-41
Appendix C-3 Evacuation Checklist ..... FA 1-43
Appendix C-4 Evacuation Traffic Policy ..... FA 1-45

FA 1 Tasked Agencies	
Primary Agencies	City Police Department Sandy Fire District City Public Work Department
Supporting Agencies	Clackamas County Emergency Management Clackamas County Health, Housing, and Human Services (H3) Legacy Mount Hood Medical Center American Medical Response (AMR) 9-1-1 Dispatch: Clackamas County Communications (CCOM) Clackamas County Sheriff's Office (CCSO)

1 Purpose and Scope

The Emergency Services annex outlines the basic City emergency services necessary to respond to a disaster.

Functions covered in the Emergency Services functional annex include:

- Emergency Communications
- Alert and Warning
- Firefighting
- Emergency Management (EOC Operations)
- Resource Management
- Search and Rescue
- Hazardous Materials Response
- Public Safety and Security
- External Affairs
- Evacuation and Population Protection

Emergency services information that is specific to a unique hazard (e.g., hazardous materials releases, terrorism, flood response, etc.) can be found in the appropriate Incident Annex (IA).

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- **Intergovernmental Agreement** between City of Sandy and Sandy Fire District; June 11, 1996. The Sandy Fire District will provide fire protection services to both City and adjoining area.
- **Clackamas County Law Enforcement Intergovernmental Agreement;** Clackamas County Sheriff, Gladstone, West Linn, Molalla, Canby, Milwaukie, Sandy, Lake Oswego, and Oregon City (October 1991). The Sheriff, Chief of Police, or their representative is empowered to request assistance without advance notice from another or all other participating agencies when it appears that additional personnel, technology, and/or technical expertise is needed to respond to a major criminal incident, natural disaster, or extreme civil disorder occurring within the jurisdiction requesting assistance.
- **Critical Law Enforcement Intergovernmental Agreement;** Clackamas County, City of Canby, City of Gladstone, City of Milwaukie, City of Sandy, City of Lake Oswego, City of West Linn, City of Oregon City, City of Molalla (February 2004). This agreement makes equipment, personnel, and other resources available to public bodies when it reasonably appears that additional such resources are needed to respond to a major criminal incident, natural disaster, civil disorder, or special event occurring within the jurisdiction of the requesting entity.
- **Interagency Major Crimes Team Interagency Investigative Agreement;** Canby, Molalla, Clackamas County District Attorney, Oregon City, Clackamas County Sheriff's Office, Oregon State Police, Gladstone, Sandy, Lake Oswego, Tualatin, Milwaukie, and West Linn (November 2006). This agreement provides guidelines and policies for the inter-agency investigation of major crimes committed in the venues of participating agencies.
- **Oregon Terrorism Intelligence and Threat Assessment Network (TITAN) Fusion Center Information Sharing Memorandum of Understanding;** Oregon TITAN Fusion Center and Sandy Police Department. This agreement provides for the sharing of critical information to detect, prevent, deter, and respond to potential terrorist activity.

3 Situation and Assumptions

3.1 Situation

The City may encounter situations in which many, or all, of its emergency response agencies need to be activated. The three primary emergency service agencies are the City Police Department, City Public Works Department, and the Sandy Fire District. If additional response resources are needed, mutual aid is available from neighboring local governments and the County.

3.2 Assumptions

- A natural or human-caused emergency or disaster may occur at any time requiring response capabilities beyond those normally available to the City.
- All emergency personnel are trained in the Incident Command System (ICS)/National Incident Management System (NIMS).
- Utilization of the City Emergency Operations Plan (EOP) does not require activation of the EOC. The need to activate the EOC will be determined at the time by the City Manager, Fire Chief, Police Chief or Emergency Manager.
- In an emergency, the City may assume a Unified Command (UC)approach, with the highest-ranking Police and Fire District representatives sharing the command responsibility.
- Due to limited City resources, and depending on how widespread the emergency, the City may not be able to meet the requests for emergency response/recovery assistance from other units of local government in the County during a major emergency.
- The City is responsible for coordinating the response and recovery activities for a major emergency/disaster in the city, even when its own resources may be exhausted.
- Adequate communications are vital for effective and efficient warning, response, and recovery operations. Current communications may be neutralized by a particular hazard occurrence.
- Equipment is available to provide communications necessary for emergency operations. To the greatest extent possible, telephones, cell phones, and pagers will be considered the primary system for notification of key officials and critical workers.
- Additional communications equipment required for emergency operations will be made available from amateur radio operators, citizens, businesses, and/or other governmental agencies.
- Both the media and the public will expect and demand that information regarding an emergency be provided in a timely manner.
- The local media, particularly radio and television, can perform an essential role in providing emergency instructions and status information to the public, both through news bulletins and Emergency Alert System (EAS) broadcasts.

- The public will receive and understand official information related to evacuation. Most of the public will act in its own interest and evacuate dangerous areas when advised to do so by local government authorities. However, some individuals may refuse to evacuate. It is also assumed that most evacuees will use private transportation means; however, transportation may have to be provided for some.
- City staff/emergency responders will work to address the concerns of special needs populations who may have trouble understanding or accessing official emergency information.
- Time constraints, route limitations, and hosting facilities' capacities to accommodate evacuees could significantly stress and deplete local resources.
- A listing of resources available for the City and neighboring jurisdictions can by found in the City Resource Directory housed at City Hall, the Police Station and the Fire Station.
- The timely and accurate assessment of damage to public or private property will be of vital concern to local officials following a disaster and will have great bearing upon the way recovery is conducted in the city.
- Damage assessments may need to be undertaken at different periods during a disaster event: a "windshield" survey may be conducted initially to get an overall general impression of the event's impact as part of preparing to issue the disaster declaration. A more detailed damage assessment will need to be performed to document the need for State and Federal aid.
- County, State, and Federal assistance will depend upon the adequate and timely documentation of the results of the disaster on the local community.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Manager/Incident Commander

- Activate the EOC, if necessary (EOC may also be activated by the City Manager, Police Chief and/or Fire Chief).
- Report to the EOC to assume overall responsibility for City government activities.
- Regularly brief the Mayor/City Council on the developing situation.
- Designate an alternative EOC location, if necessary.
- Assign a representative of the City to the County EOC, if applicable.
- Coordinate the flow of public information to ensure consistency and appropriateness.

4.2 Fire Chief

- Activate the EOC or Fire Operations Center (FOC), if necessary.
- Report to the EOC and/or provide a qualified representative to the EOC to fill role of Fire Branch Director in Operations Section.
- If necessary, provide for safety of personnel and their families prior to reporting to their duty station. Any firefighters who are unable toget to their home departments should report to the closest fire stations and offer to be part of the manpower pool.
- Relocate equipment as necessary.
- Assist law enforcement in traffic/crowd control as necessary.
- Coordinate activities through the City EOC.
- Specific departmental duties and responsibilities as defined in developed standard operating procedures (SOPs).

4.3 Police Chief

- Activate the EOC, if necessary.
- Report to the EOC.

- Provide for safety of personnel and their families prior to reporting to their duty station. Any police department employees who are unable to get to their home departments should report to the closest police department and offer to be part of the manpower pool.
- Relocate equipment as necessary.
- Assist in traffic/crowd control as necessary.
- Assume primary responsibility for closing and/or rerouting traffic on city streets to assist movement of people and/or to keep people out of danger or impeding emergency response activities.
- Coordinate and assist Oregon Department of Transportation (ODOT) and Oregon State Police (OSP) in closing state highway and/or rerouting traffic through the city, if applicable.
- Perform specific departmental duties and responsibilities as defined in developed standard operating procedures (SOPs).

4.4 Public Works Director

- Report to the EOC to assume overall responsibility for Public Works activities under the direction of the IC.
- Provide for safety of personnel and their families prior to reporting to their duty stations. Any public works employees who are unableto get to their home departments should report to the closest public works department and offer to be part of the staffing pool.
- Relocate equipment as necessary.
- Assist Police Department in closing streets and/or rerouting traffic, as applicable.
- Provide damage assessment information to City EOC, as applicable.
- Work with ODOT, the County, and adjacent City public works organizations to keep routes open and free of debris and to provide highway signs and barricades.
- Follow the specific departmental duties and responsibilities as defined in developed standard operating procedures (SOPs).

4.5 Community Development Director/Building Official

- Report to the EOC to assume to assume overall responsibility for planning activities.
- Planning Department duties and responsibilities include compiling, analyzing, and coordinating overall planning activities in support of

emergency operations.

- Building Official duties and responsibilities involving seismic events require the application of systematic "rapid evaluation" techniques for assessing the condition of key structures. The priority application for structure assessment is as follows:
  - EOC,
  - Public Works Staging Area,
  - Emergency Shelters, and
  - Other structures as directed by EOC.

4.6 Finance Director

- Report to the EOC and assume responsibility for all necessary fiscal activities.
- Financial Department duties and responsibilities include tracking, analyzing, approving, and reporting fiscal activities in support of emergency operations.

4.7 City Attorney

- Advise Command Staff, City Manager, and City Council on the legal Implications of evacuation activities.
- Assist as requested.

4.8 Other City Departments

- Provide support activities as outlined in the City EOP.

4.9 Other Organizations

- Organizations such as ODOT, OSP, AMR, and local hospitals should assign liaisons as points of contact within the City EOC for coordination and communication.

5 Concept of Operations

5.1 Emergency Management Organization

The City has established this EOP in accordance with NIMS and designated the City Manager as the Emergency Management Organization's Emergency Manager. The Emergency Manager is responsible for developing and training an Emergency Management Organization capable of managing the response and recovery of a major emergency in accordance with the provisions of this plan.

Oregon Revised Statutes (ORS) 401.305 and 401.335 give the City responsibility

and authority to direct activities that will allow the City to mitigate, prepare for, respond to, and recover from emergencies or major disasters. Activation of the EOP may occur at the discretion of the City Council or City Manager. Day-to-day supervision of the EOP is the responsibility of the Emergency Manager. If the EOC is activated, the Emergency Manager (or designee) has theresponsibility for organizing, supervising, and operating the EOC.

Some emergencies may require a self-triggered response. In the event of an emergency in which telephone service is interrupted, members of the Operations and General Staff should ensure the safety of their families and then report to the EOC.

The Emergency Manager has the authority to involve any or all City personnel in the response to a disaster or other emergency incident. The declaration of an emergency nullifies leaves and vacations as deemed necessary by the Mayor or City Council.

Emergency contact information for the EOC staff is housed in the City's Continuity of Operations Plan, the EOC, and the Finance Department of the City.

5.2 Emergency Operations Center

Response activities for localized incidents will be coordinated from a local EOC and will be activated upon notification of a possible or actual emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will in fact become the seat of government for the duration of the crisis. The EOC will serve as a multiple agency coordination system (MACS), if needed.

5.2.1 Facilities and Equipment

The City's EOC is established at a location in which City officials can receive relevant information regarding the emergency and provide coordination and control of emergency operations.

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

Sandy Police Department
39850 Pleasant Street, Sandy, OR 97055

Facilities available at the alternate EOC: Backup generator, earthquake resistant design, laptops, 8,500 sq. ft. with approximately 500 sq. ft. of room for the EOC. Facility is prewired for additional workstations, phone lines, HAM operations and AM Radio operations.

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

Fire Annex Building
17460 Bruns Ave, Sandy, OR

Facilities available at the primary EOC: Backup generator, tables, chairs, televisions, computer.

The **County EOC** is co-located with Clackamas County Emergency Management at:

C-COM
2200 Kaen Road, Oregon City, OR 97045

However, the location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the Emergency Manager will designate a facility should it be necessary to relocate. The Emergency Manager (or designee) may request that County Emergency Management allow the City to utilize County facilities.

5.2.2 EOC Activation

The City Manager, Fire Chief and/or Police Chief or their designee have primary authority to initiate activation of the EOC.

As soon as practical, the Emergency Manager should notify County Emergency Management that the EOC has been activated. County Emergency Management should be briefed, and a preliminary determination made regarding the likelihoodof a disaster declaration.

5.2.3 EOC Activation Triggering Mechanism

The level of response required by an incident will provide guidelines for EOC activation.

LEVEL I Often referred to as "routine" crisis management or emergency situations, Level 1 situations can normally be handled using resources available at the incident location. It may not be necessary to implement an emergency plan for this level. Outside assistance is usually not required.

LEVEL II Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). The request often takes the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. Portions of the City EOP may be implemented.

LEVEL III Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples include an airliner crash in a populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

5.2.4 Emergency Operations Center Access

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access shall be limited to designated emergency operations personnel. Others may be allowed access as determined by the IC (or designee). Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.2.5 Emergency Operations Center Staffing Pattern

City departments and agencies 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 position. Roles and Responsibilities for Command and General Staff are detailed in Section 5 of this EOP.

5.2.6 De-Activation Guidelines

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. The decision is made by the Incident Command and notification is sent to elected officials.

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

The City Manager has the final approval authority for activation and closureof the EOC. Once the decision has been made to limit hours/staff or close the EOC, the information needs to be disseminated to the same agencies that were notified when it was activated.

6 Emergency Services Functions

6.1 Communications

6.1.1 Emergency Communications Systems

Emergency communication systems for the City include AM 1660 Sandy Community Radio, police and fire public address systems, door to door contact, 911 email/text alerting (Reverse 911), social media, and HAM radios.

The Police Department serves as the formal alert, warning, and emergency message distribution point for the City. Emergency messages may be received via radio, telephone, or LEDS and will be distributed according to departmental procedures. Messages that affect the overall emergency preparedness of the City,

such as information about the movement of hazardous materials or weather alerts will be distributed to the Police Department and Emergency Manager. It is the responsibility of the Emergency Manager or IC, to determine what further notifications should be made and actions taken in response to the message.

After normal working hours, the Police Department will use the call-down lists housed at the front desk of the police department to contact responding department representatives (copies are also available with each supervisor, in BOLD Planning, and at CCOM). Once contact with the responding department's representative is made,it is the responsibility of that employee to determine and to activate the appropriate departmental response and further contacts that must be made.

6.1.2 Alert and Warning

The effectiveness of an alert and warning system depends largely upon the specificity and clarity of instructions and upon whether the public perceives the warning entity as credible at the time the warning is issued. In addition, messages must be geographically precise, repeated more than once, and broadcast in more than one medium.

The City's alert and warning system utilizes the local EAS, Reverse 9-1-1, police and fire vehicle public address systems, Sandy Community Radio, 9-1-1 email/text alerting, HAM radios, and door-to-door contact. Other local media (TV, radio, newspaper, etc.) may be utilized as appropriate. These methods may be used separately, or in combination to alert and warn the public of an emergency. In addition, special facilities such as schools, hospitals, utilities, and industrial facilities may need notification. Contact information for these facilities will be accessed online at the Police Station EOC.

6.1.2.1 General Guidelines

- Upon detection of an emergency condition arising within the City, the IC will decide whether there is a need for immediate alert and shall attempt to notify the Emergency Manager and direct its implementation.
- The City may also receive warning information from the County by telephone, the OSP, Fire Net, and Oregon Emergency Management through the Law Enforcement Data System (LEDS). When warning information is received by telephone, the information should be confirmed by a return telephone call.
- If the emergency is localized, City law enforcement may alert residents in the area by telephone, mobile public address systems, and door-to-door contact.
- The City will educate residents about the City's alert and warning system.

- A log of warnings issued during the incident shall be maintained by the assigned Public Information Officer (PIO).

6.1.2.2 Emergency Alert System

The National EAS consists of linked broadcast stations and to governmental communication systems to provide emergency alert and warning to the public. The City's primary public broadcast station have been identified as KQMD 554 (1660 AM), KXL (750 kHz AM) and KGON (92.3 MHz FM). All participating television and radio stations rebroadcast the information given to the primary stations.

Detailed instructions for the activation and use of the EAS are outlined in the Clackamas County EAS Plan. The County EAS Plan can be activated by the City Manager or the IC. Sample EAS messages can be found in Appendix B-1.

6.1.2.3 Other Methods of Alert

Most marked police vehicles and most fire vehicles are equipped with mobile or hand-held public address systems which may be used for alert and warning.

Door to door alert may be necessary in the event of a rapidly emerging incident that poses a clear threat to public safety. Residents may be directed to temporary shelter depending upon the weather and the expected duration of the emergency.

Direction of these assets shall be the responsibility of the IC through the Law Enforcement Branch Director, with input and support from the Planning, Logistics, and Operations Sections.

See the Clackamas County EOP, ESF 2 – Communications for more detail.

6.2 Fire Services

The Fire District Chief is responsible for directing the City's fire protection response to a major emergency and coordinating response activities with the EOC.

The Fire District is responsible for the timely issuance of fire warnings and information to the public and for notifying appropriate City management. In the event of an evacuation, warning may be delegated to the Police Department as part of the evacuation process. In the event of a natural or technological disaster that could increase the chances of fire, or during periods of extremely hot, dry, andwindy weather, additional public information briefings may be conducted.

See the Clackamas County EOP, ESF 4 – Firefighting for more detail.

6.3 Resource Management

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

The Incident Command function has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the Incident Command has the final allocation authority. In the event of a long-term emergency affecting major City operations, the City department directors and the City Council may re-order City services and priorities to support the event. The Planning Section has primary responsibility for coordinating the resource management effort.

6.3.1 General Guidelines

Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:

- Deploy resources according to the following priorities:
  Protection of life,
  Protection of responding resources,
  Protection of public facilities, and
  Protection of private property.

- Distribute resources in a manner that provides the most benefit for the number of local resources expended.

- Coordinate citizen appeals for assistance through the PIO at the EOC. Local media will be used to provide citizens with information about where to make these requests.

- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.

- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the City for County, State, and Federal resources.

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

6.3.2 Emergency Fiscal Management

During an emergency, the City is likely to find it necessary to redirect City funds to effectively respond to the incident. Although the authority to adjust department budgets and funding priorities rests with the City Council, emergency procurement authority is delegated to the City Manager with the approval of the City Council. Participating agencies will also follow standard operating procedures when procuring goods and services. Tracking the expenditures related to an incident is the responsibility of the Finance Section.

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

- 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 designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

See the Clackamas County EOP, ESF 7 – Logistics Management and Resource Support for more detail.

6.4 Emergency Medical Services

Ambulance services in the City are provided by American Medical Response (AMR). Emergency Medical Services are also provided by the Sandy Fire District.

See the Clackamas County EOP, ESF 8 – Public Health and Medical Services for more detail.

6.5 Search and Rescue

Search and Rescue for the City will be conducted by the Clackamas County Sheriff's Office.

See the Clackamas County EOP, ESF 9 – Search and Rescue for more detail.

6.6 Hazardous Materials Response

The Sandy Fire District has a limited capacity to address a hazardous materials incident. Additional resources may be requested by the Fire District or Incident Command through the State Regional Hazardous Materials Teams.

See the Clackamas County EOP, ESF 10 – Oil and Hazardous Materials for more detail.

6.7 Law Enforcement Services

The Police Chief is responsible for directing the City's law enforcement response to a major emergency and coordinating response activities with the EOC. The Chief, or a designated representative, shall serve as the EOC Law Enforcement (Branch Chief) coordinating the flow of law enforcement information and processing requests for and allocating additional law enforcementresources, as appropriate.

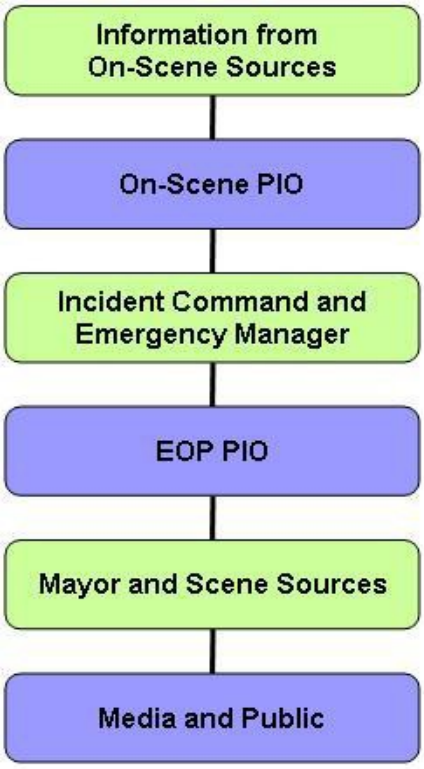
See the Clackamas County EOP, ESF 13 – Public Safety and Security for more detail.

6.8 Emergency Public Information

Until the EOC is opened, the PIO on scene provides information to the media, with the approval of the IC. Once the EOC is activated, PIO functions are directed from the EOC, with news releases approved by the IC. In addition to formal news releases from the EOC PIO, the on-scene PIO can continue to provide information regarding response activities.

6.8.1 Information Flow

Although the information process is fluid and must be able to respond to a variety of sources and requests for information the following flow of information should be followed,



Appendix B-2 of this annex contains guidelines for the release of information to the media.

6.8.2 Joint Information System

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

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

- Coordinate information-sharing among the larger PIO network.
- Develop and distribute materials to the public and media partners.
- Implement information clearance processes set by the IC; and
- Schedule media briefings in a designated location away from the EOC and other emergency operations.

6.8.3 Media Briefing Facilities

During an emergency, media briefing areas may be established in the closest available facility that can handle the media briefings.

6.8.4 Media Access to the Scene

- In cooperation with the EOC and the Safety Officer, the IC may allow media representatives restricted access to the scene, accompanied by a member of the Public Information staff. This should be done with consideration of the safety of media personnel, the impact on response, and the wishes and concerns of the victims.
- If it is not safe or practical to admit all media representatives to the scene, a media "pool" may be created, in which media representatives select one camera crew to take video footage for all. If even such controlled access is impractical, a "staged" photo opportunity to tape response vehicles or support activities may satisfy the media's need for video footage.

- Response personnel must be protected from unwanted media intrusion. Off-shift personnel should be provided uninterrupted rest. It may be necessary to provide security to facilities where response personnel are housed and disconnect the telephones to ensure privacy.
- Victims and families should have access to public officials without having to face media.
- The media may be allowed access to response personnel, at the discretion of the IC, only if such an interview does not interfere with the response effort.
- Response personnel will not comment on the incident without the consent of the IC. Inquiries should be directed to the designated PIO, with approval of the IC and the department of jurisdiction.

6.8.5 Public Assistance

The PIO may establish a "Public Assistance" group as part of the public information staff. Public Assistance staff will receive inquiries and requests for non-emergency assistance from the public. Public assistance telephonenumbers may be publicized through the media.

City communication points must receive up-to-date information about the incident, including the telephone numbers for public assistance, since the public will attempt to contact the City through these familiar routes.

See the Clackamas County EOP, ESF 15 – External Affairs for more detail.

6.9 Evacuation and Population Protection

The City Council, City Manager, or the Incident Commander (IC) may order an evacuation after consultation with the Incident Command. The City Council must approve and sign the evacuation order after considering both the legal and social implications of this action. If, however, for the health and safety of citizens, time does not permit access to the City Council, the City Manager or IC may order an evacuation and notify the City Council as soon as practical. *See Appendix C-1 of this annex, Sample Evacuation Order.*

Overall, evacuation operations fall under the direction of the City Police Department. However, if the evacuation area is contaminated by hazardous materials, the evacuation order will be given by the Sandy Fire District. See Appendix C of this annex, Evacuation. Alert and warning functions notify affected persons of impending evacuations.

6.9.1 Identification of Need

Not all emergencies requiring protective action on the part of the public require evacuation. The City Council, City Manager and IC must weigh the risks of leaving the population unprotected against the risks of sheltering in place or evacuating. Before an evacuation can be implemented, the following activities must be performed:

- Identify high-hazard areas, including those that may be impacted if the incident escalates, or conditions change.
- Identify potential evacuation routes, their capacities, and their vulnerability to the hazard; and
- Alert and warn the public at risk. Include specific information about the risk, the protective actions that need to be taken, and the possible risks of non-compliance.

6.9.2 Determination of Time Needed for Evacuation

To determine evacuation time requirements, the following factors should be considered:

- Time from response to decision to evacuate.
- Time needed to alert and instruct the public, usually estimated to be from 15 to 60 minutes, depending upon the time of day and other factors.
- Time needed to mobilize the population once warned; under ideal circumstances, 2500 vehicles can pass a single point in one hour (estimate four persons per vehicle); and
- Time required to evacuate the hazard area.

6.9.3 Special Populations

Special populations within the City that may need assistance during evacuations include students and residents of nursing homes and hospitals. Correctional institutions and juvenile foster care are the responsibility of the County. All identified institutions are required to have internal disaster plans that address evacuation. In addition, the Logistics Section may assist in procuring specialized transportation resources such as ambulances and vehicles to transport the handicapped.

6.9.4 Shelter-in-Place

If sufficient time is not available to evacuate and/or the nature of the incident makes evacuation unsafe, Incident Command may choose to direct those in the affected area to shelter in place. Sheltering in place restricts affected people to their current locations. Other restrictions may also be necessary (see Appendix B-1 of this annex, EAS Templates).

7 Supporting Plans and Procedures

The following plans and procedures are currently in place to support emergency services for the City:

- County Emergency Operations Plan.
  - ESF 2 – Communications
  - ESF 4 – Firefighting
  - ESF 5 – Emergency Management
  - ESF 7 – Resource Management
  - ESF 9 – Search and Rescue
  - ESF 10 – Oil and Hazardous Materials
  - ESF 13 – Public Safety and Security
  - ESF 15 – External Affairs
- County Interoperable Communications Plan
- State of Oregon FireServices Mobilization Plan
- Northwest Contingency Plan

8 Appendices

- Appendix A EOC Operations
  - A-1 EOC Organizational Chart
  - A-2 EOC Floor Plan
  - A-3 Incident Briefing Agenda
- Appendix B Emergency Public Information Templates
  - B-1 EAS Templates
  - B-2 Guidelines for Release of Information to the Media
  - B-3 Sample Media Statement Format
- Appendix C Evacuation
  - C-1 Evacuation Order
  - C-2 Evacuation Routes
  - C-3 Evacuation Contact Form
  - C-4 Evacuation Checklist
  - C-5 Evacuation Traffic Policy

Appendix A EOC Operations

A-1 EOC Organizational Chart

A-2 EOC Floor Plan

A-3 Incident Briefing Agenda

Appendix A-1 EOC Organizational Chart

TO BE DEVELOPED

Appendix A-2 EOC Floor Plan

TO BE DEVELOPED

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Appendix A-3 Incident Briefing Agenda

Briefing Date and Time: _____

SITUATION STATUS

1. Initial Assessment of Incident
    a. Cause and extent of damage
    b. Forecasts (threat projection, cascading effects, HazMat footprint)
    c. Casualty estimates
    d. Helicopter/airplane/drone fly-over w/video
2. Assessment of damage (Initial Damage Assessment Reports - gathered by Plans/Intelligence Section)
    a. Government - county/cities
    b. Residential
    c. Business (downtown/shopping malls)
    d. Industrial
3. Critical infrastructure damage and restoration schedule
    a. Critical transportation routes (Highway 26, Highway 211, SE Bluff Road)
    b. Utilities (power, water, natural gas)
    c. Hospitals and mortuaries
    d. Prisons and jails
    e. Food and agriculture
4. Status of communications systems and restoration schedule
    a. 9-1-1 centers and interagency radio systems
    b. Telephones
    c. Commercial radio

RESOURCE STATUS

5. Outline EOC Management Structure Assignments (using the Incident Command System) for current shift and on-coming shift - include date/time of EOC activation and when shift changes occur
    a. Policy Group Liaison (Commissioner)
    b. Incident commander
    c. Command Staff
        1) Liaison (Intergovernmental)
        2) Public Information Officer
    d. General Staff
        1) Operations Section Chief
        2) Planning Section Chief
        3) Logistics Section Chief
        4) Finance Section Chief
6. Current public safety response, capability and need for assistance beyond mutual assistance:
    a. Transportation (emergency support)
    b. Communications
        1) 9-1-1 centers and interagency radio systems
        2) Telephones
        3) Commercial radio and television
    c. Public Works / Engineering (Public assets and private construction companies)
    d. Firefighting
    e. Intelligence and Planning
    f. Mass Care
    g. Service and Support
    h. Health and Medical Services
    i. Search and Rescue

j. Hazardous Materials (Public assets and private companies with HazMat teams)

k. Food and Water (delivery needs/resources)

1) American Red Cross

2) School cafeterias

3) Forest Service trucks - State and Federal contract

4) Jail cooking capability

5) Grocery stores and restaurants

6) For response workers

l. Energy

m. Public Safety

n. Damage Assessment

o. Evacuation

p. Shelters (needs and supply)

1) Number of established/locations

2) Number of people sheltered by location/total

3) Problems encountered

q. Volunteers

7. Insurance claims procedures and response - establishment of Disaster Recovery Centers

8. Need for Declaration of Emergency Disaster by City Council

a. National Guard Assistance

b. Financial assistance (County/State/Federal)

c. Other State agency resources (people or equipment not available through mutual aid agreements)

9. Critical contacts established

a. City Departments

b. County and other Cities

c. Oregon Emergency Management/FEMA

d. ODOT

e. Elected Officials (Governor, State and Federal Representatives and Senators, Mayors, Adjacent County Commissioners or City Council members, Board of Commissioners)

f. Media (local radio (WQMD 554 1660 AM, EAS Stations)

10. Documentation - videotaping, logs, photos, minutes and tapes of meetings

Proposed 12-hour STRATEGIC RESPONSE PLAN

11. Need for evacuation and action being taken by police, fire, public works and the EAS, provision for vandalism protection for evacuated areas

12. Summary

    a. Major actions to be taken and priorities established

    b. Establish timelines and responsibilities

    c. Schedule meetings for next 8–12 hours (EOC, Policy Group, Department)

    d. Schedule of news release and location (schedule for last one, next one)

13. Continuing Concerns

Appendix B Emergency Public Information Materials

B-1 Local Emergency Alert System Procedures

B-2 Emergency Alert Systems (EAS) Templates

B-3 Guidelines for Release of Information to the Media

B-4 Sample Media Statement Format

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Appendix B-1 Local Emergency Alert System Procedures

City of Sandy officials authorized to activate the area EAS plan include:

- Any Command officer acting as IC in an incident that, in his or her judgment, threatens public safety.
- Any member of the Command or General Staff at the direction of the IC. Delegation of this authority by the IC to another member of the incident staff must be documented in writing at the time of the order.
- The following personnel have authority to activate the EAS. However, this should not be done without the knowledge and concurrence of the IC:
  - City Manager
  - Police Chief
  - Sandy Fire Chief
- Due to the 24-hour accessibility to emergency responders, CCOM will provide the authentication point for City implementation of this plan. In the event of a major disaster that involves the failure or the overloading of the telephone system, the EAS may be used to notify off-duty personnel to return to work. Should CCOM be unable to fulfill this function City Police Records will fulfill this and following functions.
- Upon notification that a City official intends to activate the EAS, CCOM will either supply that person with the phone number for KXL 750 AM/ KOON 92.3 FM or will perform the activation under the direction of the activating official.
- When the threat to public safety has passed, the activating official will advise CCOM to contact KXL 750 AM/KGON 92.3 FM and terminate emergency transmissions.

Appendix B-2 EAS Templates

- Shelter In Place
- Prepare to Evacuate
- Evacuation
- Termination of Emergency Transmissions

SHELTER IN PLACE:

The Incident Command, City Manager, and Sandy City Council are urging citizens for the area_____ to take the following protective actions due to _____. We request that all persons in the affected area remain inside their houses or other closed building until their radio, television, or public safety officials say they can leave safely. If you are in the affected area, tum off heat, ventilation, and cooling systems and window or attic fans. Close all windows, doors, and vents and cover cracks with tape or wet rags. Keep pets and children inside. If you are inside and have trouble breathing, cover your mouth and nose with a damp cloth. If you are outside, cover your nose and mouth with a handkerchief or other cloth until you can reach a building. Failure to follow these instructions may result in exposure to hazardous materials. Please stay tuned to this station for further details.

PREPARE TO EVACUATE:

The City of Sandy responded to a potentially serious condition involving___. The incident is occurring at_____. The Incident Command, City Manager, and Sandy City Council request all persons in ____ to stay indoors and prepare to evacuate. If you are in your home, gather all necessary medications and clothing. You do not need to evacuate at this time but stay tuned to this station for further instructions. This message will be repeated at intervals until conditions change.

EVACUATION:

The City of Sandy is managing an emergency incident at___. A State of Emergency has been declared. The Incident Command, City Manager, and Sandy City Council are requesting the immediate evacuation of the area____due to_____. Please take medications, and personal hygiene supplies with you and evacuate to by traveling_. Emergency personnel will pass along this route to direct you out of the area. Failure to evacuate may result in life endangerment. The American Red Cross is opening shelters for those affected by the evacuation at__. If you need help evacuating your home, please signal emergency workers by placing awhite cloth on your front door or calling the City at____-.

TERMINATION OF EMERGENCY TRANSISSIONS

City of Sandy public safety officials have determined that the incident that occurred at ____ no longer represents a threat to public safety. All those who have been evacuated may now return home. Those who have been directed to take shelter in their homes may now leave. The City of Sandy thanks this station for its assistance, and those impacted for their cooperation and patience during this emergency incident.

Appendix B-3 Guidelines for Release of Information to the Media

The following guidelines shall be used in evaluating and releasing information concerning the incident:

1. Accurate information will be provided to the media. Facts that can be confirmed should be released as soon as possible. If little information is available, the following statement should be issued:

   "We are aware that an (incident/accident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency crews are responding, and we will have additional information available as we are able to confirm it. We will hold a briefing at (location) and will alert the media at least 1/2 hour prior to the briefing. At this time, the briefing is the only place where officials authorized to speak about the incident and confirmed information will be available. Thank you for your assistance."

2. Emergency information dissemination should be restricted to approved, specific, and verified information concerning the incident, and should include:

   a. Nature and extent of emergency occurrence.

   b. Impacted or potentially affected areas of the City.

   c. Advice on emergency safety procedures, if any.

   d. Activities being conducted by the City to combat the hazardous conditions, or mitigate the effects; and

   e. Procedures for reporting emergency conditions to the EOC.

3. Information concerning the incident should be consistent for all members of the media. If the incident is being managed by a Unified Command, a unified approach to information management shall be used whenever possible. When working with private sector entities, public safety issues will be the responsibility of the public safety agencies; questions about corporate policies or processes will be referred to the private sector cooperator.

4. Information should be presented in an objective manner.

5. Rumor control is vital during emergency operations. Sensitive or critical information must be authorized and verified before release. Unconfirmed rumors or information from unauthorized sources may be responded to in the following manner:

   "We will not confirm_____until we have been able to check out the information through authorized sources. Once we have confirmed information, we will release it to all members of the press at the same time."

6. Information that media representatives often request includes:
    a. Emergency: What is it?
    b. Location: Where is it?
    c. Time: When did it occur? How long will it last?
    d. Injuries/Casualties: Are there any? How Many? What is the nature of the injuries? Where are they being treated/stored? Care provided? Where can family members call to get information? Prominent individuals who were injured or killed?
    e. Property Damage: Estimated value? Description? Importance of property? Previous history of emergency calls there? Other property threatened?
    f. Causes: How discovered? Who summoned aid? How was aid summoned? Known causes?
    g. Involved agencies: What agencies responded? How many? What level of involvement do they have?
7. Do not release information that might hinder emergency response, prejudice the outcome of an investigation, or pose a further threat to public safety. Examples include:
    a. Personal conjecture about the course of the emergency or the conduct of response.
    b. Opinions about evidence, or a suspect or defendant's character, guilt, or innocence.
    c. Contents of statements used in alibis, admissions, or confessions.
    d. References to the results of various tests and examinations.
    e. Statements that might jeopardize the testimony of witnesses.
    f. Demeaning information/statements; and
    g. Information that might compromise the effectiveness of response and recovery.
8. In an incident involving fatalities, the names of the victims or the cause of death shall not be released without authorization from the District Attorney's and Medical Examiner's office.
9. Confidential information is not to be released.
10. Public information briefings, releases, interviews, and warnings shall be logged and tape-recorded. Copies shall become part of the final incident package. Never commit to firm briefing times unless it can be assured.

Appendix B-4 Sample Media Statement Format

MEDIA RELEASE

Date:_____

Time: _____

Press Release #: _____

TYPE OF INCIDENT: _____

Location: _____

Date:_____ Time: _____

Narrative details about incident: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

_____

For further information, please contact _____

at_____.

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Appendix C Evacuation

C-1 Evacuation Order

C-2 Evacuation Routes

C-3 Evacuation Checklist

C-4 Evacuation Traffic Policy

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Appendix C-1 Evacuation Order

1. An emergency condition, as a result of_____, exists in the City of Sandy, and the City has declared a State of Emergency.
2. The City has determined that there is a need to evacuate portions of the City.
3. Such evacuation is needed to ensure the safety of the public. Therefore:

   _____

   _____
4. The City of Sandy is requesting the immediate evacuation of:

   _____

   _____
5. The City of Sandy requests that those needing special assistance call _____ or place a white flag, (towel, rag, paper, etc.) on the front doorknob or in the front window. The above number has been established to respond to evacuation assistance requests.
6. The City of Sandy is restricting all entry into the hazard area. No one will be allowed to re-enter the area after_____am/pm.
7. Information and instructions from the City of Sandy will be transmitted by broadcast radio. Public information will also be available from American Red Cross representatives at shelters now being opened to the public for emergency housing.
8. As resources allow, a reception area or American Red Cross shelter is located at:

   _____
9. The City of Sandy will advise the public of the lifting of this order when public safety is assured.

Date _____ Signed_____

Mayor/Council Member

Date _____ Signed_____

City Manager/IC

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Appendix C-2 Evacuation Routes

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Appendix C-3 Evacuation Checklist

✓	Action Item	Assigned
	PLANNING:	
	1. Determine area(s) at risk: • Determine population of risk area(s) • Identify any special facilities and functional needs populations in risk area(s)	
	2. Determine evacuation routes for risk area(s) & check the status of these routes.	
	3. Determine traffic control requirements for evacuation routes.	
	4. Estimate public transportation requirements & determine pickup points.	
	5. Determine temporary shelter requirements & select preferred shelter locations.	
	ADVANCE WARNING:	
	6. Provide advance warning to special facilities & advise them to activate evacuation, transportation & reception arrangements. Determine if requirements exist for additional support from local government.	
	7. Provide advance warning of possible need for evacuation to the public, clearly identifying areas at risk.	
	8. Develop traffic control plans & stage traffic control devices at required locations	
	9. Coordinate with special facilities regarding precautionary evacuation. Identify and alert functional needs populations.	
	10. Ready temporary shelters selected for use.	
	11. Coordinate with transportation providers to ensure vehicles & drivers will be available when and where needed.	
	12. Coordinate with school districts regarding closure of schools.	
	13. Advise neighboring jurisdictions that may be affected of evacuation plans.	
	EVACUATION:	
	14. Advise neighboring jurisdictions that evacuation recommendation or order will be issued.	
	15. Disseminate evacuation recommendation or order to special facilities and functional needs populations. Provide assistance in evacuating, if needed.	
	16. Disseminate evacuation recommendation or order to the public through available warning systems, clearly identifying areas to be evacuated.	

✓	Action Item	Assigned
	17. Provide amplifying information to the public through the media. Emergency public information should address: · What should be done to secure buildings being evacuated · What evacuees should take with them · Where evacuees should go & how should they get there · Provisions for functional needs population & those without transportation	
	18. Staff and open temporary shelters	
	19. Provide traffic control along evacuation routes & establish procedures for dealing with vehicle breakdowns on such routes.	
	20. Provide transportation assistance to those who require it.	
	21. Provide security in or control access to evacuated areas.	
	22. Provide Situation Reports on evacuation to the County.	
	RETURN OF EVACUEES	
	23. If evacuated areas have been damaged, reopen roads, eliminate significant health and safety hazards, & conduct damage assessments.	
	24. Determine requirements for traffic control for return of evacuees.	
	25. Determine requirements for & coordinate provision of transportation for return of evacuees.	
	26. Advise neighboring jurisdictions that return of evacuees will begin.	
	27. Advise evacuees through the media that they can return to their homes and businesses; indicate preferred travel routes.	
	28. Provide traffic control for return of evacuees.	
	29. Coordinate temporary housing for evacuees that are unable to return to their residences.	
	30. Coordinate with special facilities regarding return of evacuees to those facilities.	
	31. If evacuated areas have sustained damage, provide the public information that addresses: · Documenting damage & making expedient repairs · Caution in reactivating utilities & damaged appliances · Cleanup & removal/disposal of debris · Recovery programs	
	32. Terminate temporary shelter & mass care operations.	
	33. Maintain access controls for areas that cannot be safely reoccupied.	

Appendix C-4 Evacuation Traffic Policy

In the event of an evacuation in the City of Sandy:

1. All City employees not directly involved in the incident shall be available for traffic control and direction.

2. The City has the authority to close local roads and to restrict access to and from all areas of the city.

3. Roads under the jurisdiction of the Oregon Department of Transportation (ODOT) (Highways 26 and 211) would be authorized for closure by the ODOT District Manager, or in the case of a crime or fire, the authority includes the Oregon State Police (OSP)

4. The City of Sandy Police Department has the authority to remove stalled and parked vehicles that impede the flow of traffic.

5. Traffic flow direction may be altered, reversed, etc. at the direction of the Incident Commander when the situation warrants; and

6. Changes in traffic flow will be coordinated with the County Sheriff, Oregon State Police, Oregon Department of Transportation, and City of Sandy Public Works.

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2 FA 2 – Human Services

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Table of Contents

1 Purpose and Scope ..... FA 2-5

2 Policies and Agreements ..... FA 2-6

3 Situation and Assumptions ..... FA 2-6
3.1 Situation ..... FA 2-6
3.2 Assumptions ..... FA 2-6

4 Roles and Responsibilities ..... FA 2-7
4.1 Emergency Manager ..... FA 2-7
4.2 American Red Cross ..... FA 2-8
4.3 Sandy Fire District ..... FA 2-9

5 Concept of Operations ..... FA 2-9
5.1 General FA 2-9
5.2 Direction and Control ..... FA 2-10

6 City of Sandy Human Services Functions ..... FA 2-10
6.1 Mass Care ..... FA 2-10
6.1.1 Shelter ..... FA 2-10
6.1.2 Sheltering Service and Companion Animals ..... FA 2-11
6.1.3 Bulk Distribution ..... FA 2-11
6.2 Emergency Assistance ..... FA 2-12
6.2.1 Disaster Welfare Information ..... FA 2-12
6.2.2 Disaster Resource Center(s) ..... FA 2-12
6.3 Long-Term Housing ..... FA 2-14
6.4 Human Services ..... FA 2-14
6.4.1 Special Needs Populations ..... FA 2-14
6.4.2 Crisis Counseling and Mental Health Providers ..... FA 2-15
6.5 Public Health Services ..... FA 2-15
6.6 Volunteer and Donations Management ..... FA 2-16
6.7 Care of Response Personnel and Emergency Operations Center Staff ..... FA 2-16

7 Supporting Plans and Procedures ..... FA 2-16

8 Appendices ..... FA 2-16
Appendix A Shelter Materials ..... FA 2-17
Appendix A-1 Potential Shelter Locations ..... FA 2-19
Appendix A-2 Shelter Survey Form ..... FA 2-21

Appendix A-3 Sample Shelter Agreement ..... FA 2-31

FA 2 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	Oregon Trail Chapter of the American Red Cross Salvation Army Ambulance Service: American Medical Response Hospitals: Legacy Mount Hood Medical Center City of Sandy Police Department Sandy Fire Department Oregon Trail School District Clackamas County Emergency Management Clackamas County Health, Housing and Human Services (H3S)

1 Purpose and Scope

The Human Services annex provides information regarding the City's response to the needs for **non-emergency medical** mass care/sheltering, human services, and public health support for victims of natural and technological emergencies and disasters.

The Human Services Annex includes the following functions:

- Mass Care
- Emergency Assistance
- Housing
- Human Services
- Public Health Services
- Evacuation and Population Protection
- Volunteer and Donations Management
- Care of Emergency Response Personnel and Emergency Operations Center (EOC) Staff

For larger events that may require short- or long-term housing for disaster victims, County Emergency Management would coordinate this need with the City Emergency Manager. Emergency shelter includes the use of pre-identified shelter sites in existing structures, creation of temporary facilities or shelters, and use of other facilities outside the incident area, should evacuation be necessary.

Food is provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Emergency first aid, consisting of basic first aid and referral to appropriate medical personnel and facilities, is provided at mass care/sheltering facilities. Bulk distribution of emergency relief items, such as

food, water, and ice is managed and coordinated via established sites within the City. If applicable to the situation, coordination and management of volunteer services and donated goods is necessary to maximize benefits without hindering response activities.

Emergency response agencies for the City will also identify and coordinate regarding individuals with special needs within the impacted area. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-speaking), existing disease/medical conditions, dependency on service animals, and any other condition or threat that could warrant special consideration under emergency circumstances.

2 Policies and Agreements

The following policies and agreements are currently in place to support emergency services for the City:

- Although a formal agreement has not been developed between the American Red Cross and the City, Human Services will be primarily implemented by American Red Cross when activated by County request. The agreement provides for shelter and mass care provisions if requested by the County.

3 Situation and Assumptions

3.1 Situation

Emergencies or disasters can require evacuation of people from residences that are temporarily uninhabitable, damaged, or destroyed. Providing for these victims will consist of making facilities and services available and coordinating activities with government agencies and volunteer disaster assistance organizations. Emergency shelter or housing needs may be short or long term. When needed, it is the responsibility of the City to work with the various human service agencies to meet sheltering requirements.

3.2 Assumptions

- Although City government has primary responsibility for implementing and coordinating the resources and services included in this annex, the American Red Cross will manage and coordinate sheltering and mass care operations to the extent of its capability. The Salvation Army will support these operations, and other professional and/or volunteer organizations (e.g., faith-based organizations) that normally respond to emergency/disaster situations will continue to do so.

- The American Red Cross will have agreements in place for use of specific shelters that could be activated by calling the local American Red Cross representative. These shelters may be used for specific

events associated with the City and County, as well as for housing evacuees from neighboring counties if the need should arise.

- Permission to use American Red Cross–approved facilities for disaster operations and sheltering will be obtained and agreed upon in writing. Pre-identified facilities intended for shelter and mass care will be available and operational at the time of need.
- City government and other available response agencies will manage and coordinate all shelter and mass care activities until the American Red Cross has arrived on scene, assessed the situation, and activated procedures for preparing and operating shelters.
- Assistance will be available through mutual aid agreements with the County, other counties, regions, and State and Federal emergency agencies and organizations.
- Unique demands will be placed upon the delivery of human services, including crisis counseling, emergency assistance, and the care of special needs groups. As a consequence, the clientele groups of both local and State human service organizations will increase.
- Under localized emergency conditions, a high percentage (50% or more) of evacuees will seek lodging with friends or relatives rather than go to established facilities.
- If the threat of an evacuation is due to a visible hazard, or has been discussed in the media, some spontaneous evacuation will occur prior to an implementing order. Therefore, mass care operations may have to commence early in any disaster period.

4 Roles and Responsibilities

The roles and responsibilities for each department in support of emergency services will vary depending on the type of resource, the length of the warning period, and the duration of the incident.

4.1 Emergency Manager

- Coordinate emergency preparedness planning and exercise activities with the American Red Cross.
- Identify local government's authority, responsibility, and role in providing long-term temporary emergency housing for disaster victims.
- Assess the situation and issue appropriate notifications to activate and staff the Emergency Operations Center (EOC), including notification

of the American Red Cross, if it is determined that a representative is needed to coordinate emergency food and shelter.

- Establish a communications link with affected jurisdictions, volunteer agencies, and the public and ensure that they are kept informed of available shelters.
- Assist in coordinating logistics to support operations and ensure that the provisions of any memorandum of understanding (MOU) are implemented, as necessary.
- Coordinate with local, State, and Federal agencies in damage assessment and cost recovery activities, as well as identifying long-term temporary emergency housing options.
- Ensure that necessary communication activities are conducted to inform the public of disaster recovery activities, including information regarding long-term temporary emergency housing assistance.
- Continue to assist in restoration of normal services and operations, as appropriate.
- Conduct an after-action debriefing/evaluation on the overall effectiveness of the City's efforts in providing emergency food and shelter.

4.2 American Red Cross

- Develop and maintain plans, procedures, and policies for establishing, managing, and operating a feeding and sheltering system to meet the needs created by a major disaster.
- Develop and maintain MOUs with local governments to define and clarify roles and responsibilities in preparing for and responding to disasters.
- Participate in the annual training exercises conducted by the City Emergency Management Organization to test the Emergency Operations Plan (EOP).
- Implement the response actions outlined in the MOU with the City, as necessary.
- Evaluate the direct or indirect effects of the hazard on available shelter resources.
- Provide specific resource requirements, including feeding support, clothing and bedding supplies, emergency registration of people, and trained shelter management volunteers.

- Coordinate activities with voluntary organizations active in disaster, faith-based organizations, other social service agencies, and local, State, and Federal government to provide emergency food and shelter.
- Assist the City in determining post-emergency needs for long-term emergency temporary housing, as requested.
- Prepare reports on the conditions of shelter facilities and make arrangements for returning them to normal use.
- Compile a record of emergency expenditures.
- Critique the provision of shelters for people displaced from their residences and institute reforms, as required.

4.3 Sandy Fire District

- Provide personnel, supplies, materials, and facilities as available in support of this function.
- Assist with medical care and treatment, as appropriate.
- Provide fire and line safety inspections, as appropriate.

5 Concept of Operations

5.1 General

In cooperation with available volunteer disaster assistance organizations, the City Emergency Manager will make every effort to provide basic human services. Disaster victims will be encouraged to obtain housing with family or friends or in commercial facilities. To the greatest extent possible, the City will coordinate and assist with the post-disaster housing needs of the homeless. While coordinated City/American Red Cross decision-making is desirable, the American Red Cross may independently initiate operations. The Salvation Army and other charitable groups (e.g., faith-based organizations) will provide additional support for disaster victims.

In the case of unmet needs, the Emergency Manager will make requests for County assistance via the EOC to County Emergency Management. Some emergencies will not entail mass care assistance but will still require a limited amount of emergency food and clothing.

Initial preparedness efforts will begin with identification of population groups requiring special assistance during an emergency (e.g., senior citizens and the handicapped). Needs should be matched to capabilities and resources, and any gaps should be addressed through planning, training, and exercises. When an incident occurs and evacuation is required, preparations will begin for receiving evacuees at selected facilities. Essential personnel, including volunteers, will be

alerted; if any pre-positioned material resources (cots, blankets, food, etc.) are available, they will be made ready; and medical facilities will be alerted to the possibility of receiving evacuee patients. Participating agencies will provide food and clothing as needed, assist with registration of evacuees/victims, and provide information to assist victims needing additional services. Once the incident transitions to the recovery phase, human needs of victims should be continually assessed and met as necessary via one or more Disaster Resource Center (DRC).

5.2 Direction and Control

The City will seek the assistance of the American Red Cross and other similar agencies in implementing this section of the EOP. A liaison from the American Red Cross will be requested to report to the City EOC to assist in coordinating emergency housing, sheltering, and feeding activities; however, depending upon the size and scope of the disaster, this coordination may occur at the County EOC through the EOC's liaison at that location.

Shelter/lodging facility managers will be responsible for the operation of their individual facilities. The primary communications link between shelter facilities and the EOC will be landline and wireless telephone. If telephones cannot be used or are overloaded, law enforcement personnel will provide radio assistance. Shelter facility managers should arrange for persons in their facilities to monitor prescribed communication sources for guidance and announcements.

6 City of Sandy Human Services Functions

6.1 Mass Care

Mass care includes the registration of evacuees, the opening and management of temporary lodging facilities, and the feeding of evacuees and workers through both mobile and fixed feeding sites. The American Red Cross will assist in registering evacuees and, as applicable, coordinate information with appropriate government agencies regarding evacuees housed in American Red Cross Shelters.

6.1.1 Shelter

Protective shelters are life-preserving; they are designed to afford protection from the direct effects of hazard events and may or may not include the life-supporting features associated with mass care facilities. In contrast, mass care facilities are life-supporting; they provide protection from the elements and basic life-sustaining services when hazard events result in evacuations. The latter category of facilities is the focus of this annex and is designated as Reception and Care facilities in local American Red Cross Sheltering Plans.

The designation of specific lodging and feeding facilities will depend on the actual situation and the location of the hazard area. Public school facilities will receive prime consideration for use as emergency mass care facilities; such use will be coordinated with school officials. Selected facilities will be located far enough away from the hazard area to preclude the possibility of the threat

extending to the mass care facility. Agreements for use of some facilities have been obtained by the American Red Cross. The City Manager, or designee, will obtain permission from owners to use other facilities as required. When American Red Cross facilities are opened, it will be the responsibility of the American Red Cross to maintain all functions and staffing according to American Red Cross policy. The American Red Cross will maintain listings of qualified and trained shelter and lodging facility managers.

Options for temporary shelter available to the City during the first 72 hours of an incident include:

- Predetermined sheltering sites and supplies available through the American Red Cross.
- General purpose tents available through the Oregon National Guard and requested by the County EOC to Oregon Emergency Management.
- If a Presidential Declaration has been made, temporary buildings or offices requested through the Federal Coordinating Officer.

A designated member of the City EOC staff may serve as the City Shelter Coordinator. Services will be provided through the coordinated efforts of staff members, the American Red Cross, the Salvation Army, other State-supported agencies, volunteer agencies, and mutual aid agreements with various support groups. Law enforcement agencies will provide security at shelter facilities, where possible, and will also support back-up communications, if needed.

Food will be provided to victims through a combination of fixed sites, mobile feeding units, and bulk distribution. Feeding operations are based on nutritional standards and, if possible, should include provisions for victims with special dietary needs. The American Red Cross will be responsible for meal planning, coordination of mobile feeding, and identifying feeding sites and resources for the procurement of food and related supplies. The American Red Cross will coordinate all mass feeding and other services needed at open shelters within the City's jurisdiction with City Emergency Management via the City EOC.

6.1.2 Sheltering Service and Companion Animals

The City, the American Red Cross, and other organizations or groups providing sheltering and mass care will comply with Americans with Disabilities Act (ADA) requirements for service animals, facility owners' limitations, and County and State of Oregon Health Code requirements.

6.1.3 Bulk Distribution

Emergency relief items to meet urgent needs are distributed via established sites within the affected area. Distribution of food, water, and ice through Federal, State, and local governmental entities and nongovernmental organizations is coordinated at these sites. The American Red Cross will coordinate all bulk

distribution activities needed within the City's jurisdiction with the City Emergency Manager via the City EOC.

Agencies and organizations involved in supporting and managing bulk distribution include:

- City Administration
- Sandy Fire District
- American Red Cross
- Salvation Army
- Private-sector partners
- Disaster assistance personnel, including both paid and volunteer staff.

6.2 Emergency Assistance

6.2.1 Disaster Welfare Information

Disaster Welfare Information collects and provides information regarding individuals residing within the affected area to immediate family members outside the affected area. The system also aids in reunifying family members within the affected area. The American Red Cross will establish a Disaster Welfare Inquiry Operation to answer requests from relatives and friends concerning the safety and welfare of evacuees or those in disaster areas. Welfare inquiry listings, along with registration listings, will be coordinated with the EOC and law enforcement agencies for comparison with missing persons lists. County Amateur Radio Emergency Services provides support to the American Red Cross and City Administration in gathering, disseminating, and managing disaster welfare information.

6.2.2 Disaster Resource Center(s)

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

Logistics Section personnel may be called upon to arrange a large facility (often a school, church, or community center) to serve as a DRC. The Federal Emergency Management Agency is responsible for operating DRCs, which are often located in facilities such as schools, churches, and community centers. A DRC provides a location where citizens can meet with local, State, Federal, and volunteer agency representatives to apply for disaster assistance. Advertising of these facilities will be coordinated by the Public Information Officer through the Joint Information Center, located in the Federal/State disaster field office. Federal, State, local, and

volunteer agencies may provide or accept applications for the following services through the DRC:

- Temporary housing for disaster victims whose homes are uninhabitable because of a disaster.
- Essential repairs to owner-occupied residences in lieu of temporary housing so that families can return to their damaged homes.
- Disaster unemployment and job placement assistance for those who have become unemployed because of a major disaster.
- Disaster loans to individuals, businesses, and farmers for refinancing, repair, rehabilitation, or replacement of damaged real and personal property not fully covered by insurance.
- Agricultural assistance payments, technical assistance, and Federal grants for the purchase or transportation of livestock.
- Information regarding the availability of and eligibility requirements for food stamps.
- Individual and family grants to meet disaster-related expenses and other needs of those adversely affected by major disasters when they are unable to meet such needs through other means.
- Legal counseling to low-income families and individuals.
- Tax counseling concerning various disaster-related benefits.
- Consumer counseling and assistance in obtaining insurance benefits.
- Crisis counseling and referrals to mental health agencies to relieve disaster-caused mental health problems.
- Social Security assistance for those who are eligible, such as death or disability benefits or monthly payments.
- Veterans' assistance such as death benefits, pensions, insurance settlements, and adjustments to home mortgages held by the Veterans Administration (VA) if a VA-insured home has been damaged.
- Other specific programs and services appropriate to the disaster.

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

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

6.3 Long-Term Housing

All housing needs identified during and following emergency incidents or disasters impacting the City will be coordinated through the County Emergency Management Director via the County EOC. In some disaster situations, the Federal government may be requested to provide emergency housing. Disaster victims will be encouraged to obtain housing with family, with friends, or in commercial facilities. To the greatest extent possible, local, and County government will coordinate post-disaster housing needs for the homeless population.

6.4 Human Services

6.4.1 Special Needs Populations

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

Coordinating for and identifying individuals with special needs within the impacted area is a critical element of emergency response and recovery operations for the City. Special needs may be characterized by age (children and elderly), physical and/or mental disabilities, language (non-English-speaking), disease/medical conditions, service animals, and any other conditions or traits that could warrant special considerations under emergency circumstances.

Agencies and organizations involved in managing, transporting, and communicating with special needs populations during an emergency and pertaining to mass care include:

- City Administration
- Area hospitals
- Private clinics and care facilities
- American Red Cross and other volunteer agencies
- School districts
- Local radio stations serving the City.

Nursing Homes and Residential Care Facilities are required to have disaster and emergency plans in place that ensure the transfer of clients to appropriate facilities.

Special needs populations can be broken down into the three categories of sheltering outlined below.

Category 1: Hospitalization
Category 1 comprises persons who require recurring professional medical care, special medical equipment, and/or continual medical surveillance. Examples include persons who are dependent upon ventilators, IVs, or oxygen-supplementation; those with chest pain or shortness of breath; and others requiring the intensity of services provided at a hospital or skilled nursing facility.

Category 2: Special Needs Shelter
Category 2 includes persons who require some medical surveillance and/or special assistance. These are individuals whose age, frailty, mobility, or functional or medical disabilities make them particularly vulnerable in disaster situations. They may have medical impairments but have been able to maintain some independence prior to the disaster or emergency. Examples are those with mental illness, severely reduced mobility, or medical impairment thatdoes not preclude activities with some assistance.

Category 3: General Shelter
Category 3 includes persons who are independent prior to the disaster or special emergency or who may have pre-existing health problems that do not impede activities of daily living. Examples are persons with prostheses or hearing or speech impediments, wheelchair users with no medical needs, or those with controlled diseases such as diabetes, muscular dystrophy, or epilepsy.

6.4.2 Crisis Counseling and Mental Health Providers

Agencies and organizations involved with providing crisis counseling and mental health support to victims and families, the first responder community, and special needs populations include:

- Area hospitals
- County and regional volunteer organizations
- Local nursing homes and care facilities.

See the Clackamas County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services for more detail.

6.5 Public Health Services

Available emergency medical resources for the City consist of Legacy Mount Hood Medical Center and American Medical Response.

County Health, Housing and Human Services will direct the County response to medical and health emergency issues.

See the Clackamas County EOP, ESF 8 – Public Health and Medical Services for more detail.

6.6 Volunteer and Donations Management

The City Emergency Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the American Red Cross, Salvation Army, and other volunteer organizations. These activities seek to maximize benefits without hindering emergency response operations. Procedures for accessing and managing these services during an emergency will follow Incident Command System (ICS)/National Incident Management System (NIMS) standards.

6.7 Care of Response Personnel and Emergency Operations Center Staff

Arrangements for the feeding and sheltering of EOC staff is the responsibility of the Logistics Section. As space allows, EOC staff will sleep and eat at the EOC. Sleeping areas may also be set up in other facilities.

Response personnel will be released to their homes or stations to sleep. If necessary, space may be arranged in a shelter. This shelter should be different than the one used for disaster victims or evacuees.

Families of response personnel may be sheltered together in the event of an extended incident involving a major shelter operation. This will facilitate keeping families informed and help maintain the morale of response personnel.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 6 – Mass Care, Emergency Assistance, Housing and Human Services
  - ESF 8 – Public Health and Medical Services
  - ESF 11 – Agriculture and Natural Resources
  - ESF 14 – Long-Term Community Recovery
  - SA E – Animals in Disaster

8 Appendices

- Appendix A Shelter Materials
  - A-1 Potential Shelter Locations
  - A-2 Shelter Survey Form
  - A-3 Sample Shelter Agreement

Appendix A Shelter Materials

A-1 Potential Shelter Locations

A-2 Shelter Survey Form

A-3 Sample Shelter Agreement

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Appendix A-1 Potential Shelter Locations

For Official Use Only

The following facilities have current shelter agreements. **Only the American Red Cross can activate these agreements (24-Hour Line: 503-284-1234).** The Emergency Manager may request that a shelter be opened by calling Clackamas County Emergency Management.

Name	Street Address	Zip
TO BE DEVELOPED		

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Appendix A-2 Shelter Survey Form

This form is intended to record information needed to make decisions when it becomes necessary to open a shelter.

Directions:
Please print all information. Complete one survey for each area within a facility that is to be used as a shelter or, if the entire facility is to be used as a shelter, for each facility. Complete all sections as thoroughly as possible, indicating numbers, space dimensions, etc.

This form is generic to many types of facilities; some of the questions on this form may not apply to every site. In such cases, answer not applicable (N/A).

General Facility Information

Facility Information

Facility Name:	
Name/description of area in this facility being surveyed for use as a shelter (e.g. Gymnasium):	
Are there other areas in this facility being surveyed? If yes, name them.	
Governing Agency/Owner:	
Street Address:	
Town/City:	Zip Code:
Latitude:	Longitude:
Map Locator Information (map name, page, grid):	
Mailing Address (if different):	
Business Phone Number: ( ) -	Fax Number: ( ) -
Email address (if applicable):	
Primary Contact to Authorize Facility Use: Name: _____ Day Phone: (_____)_____-_____ After Hours/Emergency Phone: (_____)_____-_____ Mobile Phone: (_____)_____-_____ Email:_____	**Alternate Contact to Authorize Facility Use:** Name: _____ Day Phone: (_____)_____-_____ After Hours/Emergency Phone: (_____)_____-_____ Mobile Phone: (_____)_____-_____ Email:_____

Primary Contact to Open Facility:	**Alternate Contact to Open Facility:**
Name: _____	Name: _____
Day Phone: (_____)_____-_____	Day Phone: (_____)_____-_____
After Hours/Emergency Phone: (_____)_____-_____	After Hours/Emergency Phone: (_____)_____-_____
Mobile Phone: (_____)_____-_____	Mobile Phone: (_____)_____-_____
Email: _____	Email: _____

Facility Physical Information

*****Attach a sketch or copy of the facility floor plan. *****

Availability for Use/Use Restrictions

Some facilities are only available during certain times due to other activities. Please indicate the periods that the facility is available.

☐ Facility available for use at any time of the year

☐ Facility **only** available for use during the following time periods:
From: to
From: to

☐ Facility **is not** available for use during the following time periods:
From: to
From: to

Is the facility within 5 miles of an evacuation route? ☐ Yes ☐ No

Is the facility within 10 miles of a nuclear or hazardous materials storage or disposal site? ☐ Yes ☐ No

Are there trees, towers or other potential hazards that could impact the safety of the facility or block access to it after a disaster? ☐ Yes ☐ No
If yes, please describe:

Is smoking allowed in the facility buildings? ☐ Yes ☐ No
Is smoking allowed on the facility grounds? ☐ Yes ☐ No

Capacity

Shelter Capacity - How many persons can be accommodated for sleeping?

Area available for shelter use:
Length:_____x Width:_____= Total Area: _____

Record only useable space. For example, if a room is 600 square feet but has furniture or fixtures that occupy half of that space and can't or won't be removed, the useable space is 300 square feet.

The area listed above ☐ is ☐ is not ☐ is partially disabled accessible.

Calculation of Shelter Capacity (Total Area ÷ Square feet per person = Capacity)

Recommended range of square feet per person by shelter type:
Evacuation shelter: 15 to 30 square feet per person
General shelter: 40 to 60 square feet per person
Special Needs Shelter: 80 square feet per person

Type of Shelter	Total Area	Square Feet/ per person	Capacity *
☐ Evacuation			
☐ General			
☐ Special Needs			

* Does the actual layout of the area being surveyed decrease the usable space and significantly impact the capacity of the area? If so, explain.

Seating Capacity - How many persons can be accommodated in fixed (not pull-out) seating areas (bench and flip-up type seating)?

☐ Bench	Measured Linear Feet of Bench_____ ÷ 16 ft^2/person = Bench Seating Capacity _____
☐ Chairs	Number of Chairs Counted =_____ = Seating Capacity _____
☐ Not applicable	

Parking

Number of on-site parking spaces (do not include on-street parking in this figure):

Number of handicap parking spaces:

Do curb cuts exist in and exiting the parking area that are at minimum 35 inches wide? ☐ Yes ☐ No

When the facility **is** in normal use (i.e., school in session):	When the facility **is not** in normal use (i.e., school not in session):
☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g. on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available	☐ On-site parking is adequate for shelter residents ☐ Off-site parking is available as noted below (e.g. on streets around the school): _____ _____ ☐ There is **not** adequate on-site or off-site parking available

General Facility Construction

Facility Construction	Number of stories:	Approximate year of construction:
☐ Wood frame ☐ Prefabricated ☐ Concrete ☐ Trailer ☐ Masonry ☐ Bungalow ☐ Metal ☐ Pod ☐ Portable Classroom ☐ Other If 'Other,' describe:	Elevator: ☐ Yes ☐ No Where, in relation to shelter area?	Chair Lift: ☐ Yes ☐ No Quantity:

☐ Accessible doorways (minimum 35 inches wide)	☐ Ramps (minimum 35 inches wide): ☐ Fixed ☐ Portable ☐ Level Landings
☐ Automatic doors or appropriate door handles	

Open Space: Indicate quantity and size (square feet)
☐ Athletic Field(s):
☐ Fenced Court(s):
☐ Secured playground area
☐ Other:

Fire Safety

Some facilities are that appear to be suitable for sheltering might not meet local fire codes based on building capacity. It is recommended that local codes be examined to determine if the facility meets them.

Does the facility have inspected fire extinguishers?	☐ Yes ☐ No
Does the facility have functional fire sprinklers?	☐ Yes ☐ No
Does the facility have a fire alarm?	☐ Yes ☐ No
If yes, choose one:	☐ Manual (pull down) ☐ Automatic
Does the fire alarm directly alert the fire department?	☐ Yes ☐ No
Does the facility have an internal fire hose system?	☐ Yes ☐ No
Does the facility have smoke detectors in/near the shelter area?	☐ Yes ☐ No

Sanitation Facilities

Indicate the quantity of only those sanitation facilities that will be accessible to shelter staff and residents near the area being surveyed for use as a shelter. If more than one area within the facility is being surveyed, only describe the sanitation facilities that will be for the exclusive use of the shelter area described in this survey.

Standards for ADA compliant accessible features for people with disabilities:

Toilets: Bathroom stall (38 inches wide); Grab bars (33-36 inches wide)

Showers: Shower stall (36 in x 36 in); Grab bars (33–36 inches in height); Shower seat (17–19 inches in height); Fixed shower heat (48 inches in height) or hand-held spray unit with hose accessible for people with disabilities:

Sinks: Sink (34 inches in height); Towel dispenser (39 inches in height)

	Urinals		Toilets		Showers		Sinks	
	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant	ADA compliant	Not compliant
Men's								
Women's								
Unisex								
Total								

Are there any limitations on the availability of these facilities? ☐ Yes ☐ No

If yes, describe limitations. (Only during specific time blocks, etc.):

Are there baby diaper changing tables in any of the restroom facilities? ☐ Yes ☐ No

Food Preparation Facilities		
☐ There are no food preparation or food service capabilities at this facility		
☐ Full-Service Kitchen: food is stored, prepared and served on site. If full-serviced, number of meals that can be produced: _____		
☐ Food is prepared off site by a central kitchen and served on site Central Kitchen Contact:_____Phone Number: ( )		
☐ Warming oven kitchen		
Appliances/Equipment: Indicate quantity and size (square feet) as appropriate.		
Refrigerators:	Walk-in Refrigerators:	Industrial Refrigerators:
Freezers:	Walk-in Freezers:	Roasters:
Burners:	Griddles:	Warmers:
Ovens:	Convection ovens:	Microwaves:
Steamers:	Steam kettles:	Food processors:
Ice Machines:	Sinks:	Number of sink compartments:
Commercial dishwasher *(approved sanitation levels):*	Non-commercial dishwasher:	
Location of equipment if in area other than kitchen:		

Dining Facilities		
Dining area on site: ☐ Yes ☐ No	Location:	
Snack Bar: ☐ Yes ☐ No	If yes, seating capacity:	
Cafeteria: ☐ Yes ☐ No	If yes, seating capacity:	
Other indoor seating: ☐ Yes ☐ No	If yes, describe, include size and seating capacity:	
Total estimated seating capacity for eating:		
Standards for accessible for people with disabilities Tables (28–34inches in height); Serving line/counter (28–34 inches in height); Aisles (minimum 38 inches wide)		
Are there accessible tables? ☐ Yes ☐ No If yes, number:	Are serving line/counters accessible? ☐ Yes ☐ No	Are aisles accessible? ☐ Yes ☐ No

Additional comments related to food preparation or dining areas:	
Health Service Facilities	
Number of private rooms available:	Access to locked refrigeration? ☐ Yes ☐ No
Total square footage of available space for heath care needs:	
Location of health service area:	
Laundry Facilities	
Number of clothes washers:	Number of clothes dryers:
Availability to shelter operator	☐ Yes ☐ No
Are laundry facilities coin operated?	☐ Yes ☐ No
Special conditions or restrictions:	

Facility Services Information

Electricity		
Emergency (generator power) on site: ☐ Yes ☐ No	Capacity in kilowatts:	
Is facility staff required to operate emergency generator? ☐ Yes ☐ No		
This generator powers: ☐ Throughout the shelter area. ☐ Only emergency lights and other critical circuits in shelter area. ☐ No generator serves the shelter area.		
Estimated run-time without refueling (in hours):	☐ Auto start ☐ Manual start	Fuel type:
Emergency fuel serve (fuel reserve) availability: ☐ Yes ☐ No	If yes, quantity (in gallons):	
Utility company/vendor:	Emergency phone number: ( ) -	
Generator fuel vendor:	Emergency phone number: ( ) -	
Generator repair contact:	Emergency phone number: ( ) -	
Heating		
Source of heat: ☐ Electric ☐ Natural Gas ☐ Propane ☐ Oil ☐ Gasoline ☐ Diesel		
Shelter area is heated: ☐ Yes ☐ No		

Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Cooling	
Source of cooling: ☐ Electric ☐ Natural Gas ☐ Propane	
Shelter area is air conditioned: ☐ Yes ☐ No	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Water	
Source of water: ☐ Municipal ☐ Well(s) ☐ Trapped Water	
If trapped, potable (*drinkable*) storage capacity in gallons:	Non-potable (*undrinkable*) storage capacity in gallons:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Cooking: *refer to **Food Preparation Facilities** for additional information on facility cooking capacities.	
Source of cooking energy: ☐ Electric ☐ Natural Gas ☐ Propane	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -

Communications Information

Radio:
Is there a NOAA Weather Radio at this facility? ☐ Yes ☐ No If yes, where is it located?
Is there an emergency communications (ham) radio at this facility? ☐ Yes ☐ No If yes, where is it located? Who is trained/authorized to operate it? Name: Contact #: ( )
Telephone/fax machines:
Telephone service: ☐ Traditional land-line ☐ VOIP (internet line)

Are there business telephone available to shelter staff: ☐ Yes ☐ No	If yes, list any restrictions:
Business telephone available to shelter occupants: ☐ Yes ☐ No	If yes, list any restrictions:
Are there accessible (49 inches from floor) telephones? ☐ Yes ☐ No If yes, number of accessible phones:	Is there Telecommunications Device for the Deaf (TDD) availability? ☐ Yes ☐ No
Are there earpiece telephones (volume adjustable)? ☐ Yes ☐ No	Are there Fax machines available to shelter staff? ☐ Yes ☐ No
Is there speaker telephone/conference availability? ☐ Yes ☐ No	Total number of fax machine telephone lines:
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Computers:	
Type of internet service connection: ☐ Dial-up ☐ High-Speed ☐ Cable ☐ Wireless	
Computers available to shelter staff: ☐ Yes ☐ No	Is there public access to computers? ☐ Yes ☐ No
Number of computers:	
Location of computers for evacuee use:	
Utility/vendor:	Emergency phone number: ( ) -
Repair company:	Emergency phone number: ( ) -
Television:	
Is there a TV available for shelter use?	☐ Yes ☐ No
Location of cable TV drop for shelter area:	

Shelter Management Information

This section is designed to identify shelter use capabilities of the facility for registration, management, and pet-care.

Shelter Management	
Location of shelter registration:	Is there a computer network drop in this area? ☐ Yes ☐ No

Location of office for shelter management team:	Is there a computer network drop in this area? ☐ Yes ☐ No
	Phone number in this office:
Shelter supply kit is located:	
Key for kit is located:	

Pet Care Capacity: if applicable

Pets could be housed:

☐ On-site in existing facility — Capacity:_____
☐ On-site using additional resources (Tents/Trailers) — Capacity:_____
☐ Combination of existing facility and additional resources
☐ Off-Site

Location of pet intake area:	Location of pet shelter area:

Is the space used for the pet shelter area near chemicals: ☐ Yes ☐ No

Location of outdoor pet walking area:

Facility Staff

Facility personnel required when using facility:	☐ Yes	☐ No
Facility kitchen staff required when using facility kitchen:	☐ Yes	☐ No
Voluntary organizations *(such as church or fire auxiliaries)* required when using the facility:	☐ Yes	☐ No
Sanitation/Maintenance staff required:	☐ Yes	☐ No
Will any of the above groups be experienced or trained in shelter management?	☐ Yes	☐ No

Shelter Agreement Information

Does the facility/owner have a current agreement for use as emergency shelter?	☐ Yes	☐ No

Date: Updated:

Additional information about agreement, if applicable:

Additional Notes (use additional page as needed):

Survey completed/updated by:	Date:
Printed name and title of authorized facility personnel:	*Signature of authorized personnel:*
Agency/Organization of authorized facility personnel:	
Printed name and title of shelter surveyor:	*Signature of shelter surveyor*
Agency/Organization of surveyor:	

Shelter Determination:

- ☐ Facility can be used as general emergency shelter.
- ☐ Facility can be used as an evacuation shelter.
- ☐ Facility can be used as a special needs shelter.
- ☐ Facility can be used as a pet-friendly shelter
- ☐ Facility will not be used as a shelter.

Facility is ADA Compliant: ☐ Partially ☐ Fully ☐ Not ADA Accessible

Is this shelter entered in the National Shelter System (NSS)? ☐ Yes ☐ No

NSS ID:_____

Appendix A-3 Sample Shelter Agreement

The City of Sandy coordinates the provision of mass care services to individuals, families, and communities impacted by a disaster. Certain disaster relief activities are supported by private facility owners who permit their buildings to be used as a temporary shelter for disaster victims and designated community organizations, like the American Red Cross or Salvation Army, who support relief activities. This agreement is between the City of Sandy Administration and a facility owner ("Owner") so that the City can use the facility as an emergency shelter during a disaster that directly or indirectly impacts the City.

Parties and Facility

Owner:

Legal name: _____

Chapter: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

City of Sandy

County Department/Agency: _____

24-Hour Point of Contact:

Name and title: _____

Work phone: _____ Cell phone/pager: _____

Address for Legal Notices:

_____

_____

_____

Copies of legal notices must also be sent to:

[insert contracts/procurement department information]

Shelter Facility:

(Insert name and complete street address of building or, if multiple buildings, write "See attached facility list" and attach a facility list including complete street address of each building that is part of this Agreement).

_____

_____

_____

_____

Terms and Conditions

- Use of Facility: Upon request and if feasible, the Owner will permit the City of Sandy to use the Facility on a temporary basis as an emergency public shelter.
- Shelter Management: The City of Sandy will have primary responsibility for the operation of the shelter and will designate a relief organization personnel member as the Shelter Manager, to manage the sheltering activities. The Owner will designate a Facility Coordinator to coordinate with the Shelter Manager regarding the use of the Facility by the City of Sandy.
- Condition of Facility: The Facility Coordinator and Shelter Manager (or designee) will jointly conduct a pre-occupancy survey of the Facility before it is turned over to the City of Sandy to record any existing damage or conditions. The Facility Coordinator will identify and secure all equipment that the City of Sandy should not use while sheltering in the Facility. The City of Sandy will exercise reasonable care while using the Facility as a shelter and will make no modifications to the Facility without the express written approval of the Owner.
- Food Services: Upon request by the City of Sandy, or Shelter Manager, and if such resources exist and are available, the Owner will make the food service resources of the Facility, including food, supplies, equipment, and food service workers, available to feed the shelter occupants. The Facility Coordinator will designate a Food Service Manager to coordinate the provision of meals at the direction of and in cooperation with the Shelter Manager. The Food Service Manager will establish a feeding schedule, determine food service inventory, and needs, and supervise meal planning and preparation. The Food Service Manager and Shelter Manager will jointly conduct a pre-occupancy inventory of the food and food service supplies in the Facility before it is turned over to the City of Sandy.

- Custodial Services: Upon request by the City of Sandy and if such resources exist and are available, the Owner will make the Facility's custodial resources, including supplies and custodial workers, available to provide cleaning and sanitation services at the shelter. The Facility Coordinator will designate a Facility Custodian to coordinate the provision of cleaning and sanitation services at the direction of and in cooperation with the Shelter Manager.
- Security: In coordination with the Facility Coordinator; the Shelter Manager, as he or she deems necessary and appropriate, will coordinate with law enforcement regarding any public safety issues at the shelter.
- Signage and Publicity: The City of Sandy may post signs identifying the shelter as a City of Sandy emergency shelter in locations approved by the Facility Coordinator and will remove such signs when the shelter is closed. The Owner will not issue press releases or other publicity concerning the shelter without the express written consent of the Shelter Manager. The Owner will refer all media questions about the shelter to the Shelter Manager.
- Closing the Shelter: The City of Sandy will notify the Owner or Facility Coordinator of the closing date for the shelter. Before the County vacates the Facility, the Shelter Manager and Facility Coordinator will jointly conduct a post-occupancy survey, to record any damage or conditions. The Shelter Manager and Facility Coordinator or Food Service Manager will conduct a post-occupancy inventory of the food and supplies used during the shelter operation.
- Reimbursement: The City of Sandy will reimburse the Owner for the following:
    - *Damage to the Facility or other property of Owner*, reasonable wear and tear excepted, resulting from the operations of the City of Sandy. Reimbursement for facility damage will be based on replacement at actual cash value. The City of Sandy will select from among bids from at least three reputable contractors. The City of Sandy is not responsible for storm damage or other damage caused by the disaster.
    - *Reasonable costs associated with custodial and food service personnel* that would not have been incurred but for the City of Sandy's use of the Facility for sheltering. The City of Sandy will reimburse at per-hour, straight-time rate for wages actually incurred but will not reimburse for (i) overtime or (ii) costs of salaried staff.
    - *Reasonable, actual, out-of-pocket operational costs*, including the costs of the utilities indicated below, to the extent that such

costs would not have been incurred but for the City of Sandy'suse of the premises (both parties must initial all utilities to be reimbursed by the City of Sandy):

	Owner initials	County initials
Water		
Gas		
Electricity		
Waste Disposal		

The Owner will submit any request for reimbursement to the County within 60 days after the shelter closes. Any request forreimbursement for food, supplies or operational costs must be accompanied by supporting invoices. Any request for reimbursement for personnel costs must be accompanied by a list of the personnel with the dates and hours worked at the shelter.

- Insurance: The City of Sandy, and designated relief organizations support mass care activities and shall carry insurance coverage in the amounts of at least $1,000,000 per occurrence for Commercial General Liability and Automobile Liability. The City of Sandy shall also carry Workers' Compensation coverage with statutory limits for the jurisdiction within which the facility is located and $1,000,000 in Employers' Liability.
- Indemnification: The City of Sandy shall defend, hold harmless, and indemnify the Owner against any legal liability, including reasonable attorney fees, in respect to bodily injury, death and property damage arising from the negligence of the City of Sandy during the use of the premises.
- Term: The term of this agreement begins on the date of the last signature below and ends 30 days after written notice by either party.

Owner (legal name)	
By (signature)	By (signature)
Name (printed)	Name:
Title	Title :
Date	Date

3 FA 3 – Infrastructure Services

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Table of Contents

1 Purpose and Scope ..... FA 3-1

2 Policies and Agreements ..... FA 3-1

3 Situation and Assumptions ..... FA 3-2
3.1 Situation ..... FA 3-2
3.2 Assumptions ..... FA 3-2

4 Roles and Responsibilities ..... FA 3-2
4.1 General Responsibilities ..... FA 3-2
4.1.1 Emergency Manager ..... FA 3-2
4.1.2 Public Works ..... FA 3-3
4.1.3 Fire District ..... FA 3-4
4.1.4 Police Department ..... FA 3-4
4.1.5 Private/Public Utilities ..... FA 3-4

5 Concept of Operations ..... FA 3-5

6 City Infrastructure Services Functions ..... FA 3-6
6.1 Transportation ..... FA 3-6
6.2 Infrastructure Repair and Restoration ..... FA 3-6
6.3 Energy and Utilities ..... FA 3-6
6.4 Debris Management ..... FA 3-7

7 Supporting Plans and Procedures ..... FA 3-7

8 Appendices ..... FA 3-7

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FA 3 Tasked Agencies	
Primary Agencies	City of Sandy Public Works Department
Supporting Agencies	Clackamas County Transportation and Development Oregon Department of Transportation Water: City of Sandy Sewer: City of Sandy Electricity: Portland General Electric Gas: NW Natural Gas Telephone(s): Verizon, Qwest, Comcast, Sandy Net

1 Purpose and Scope

The Infrastructure Services annex provides information regarding the coordination of infrastructure, public works, damage assessment, and engineering services during all phases of emergency management. Public works resources (personnel, equipment, facilities, materials, and supplies) will be coordinated through the City Public Works Department or the City Emergency Operations Center (EOC) (depending on the situation) following established procedures and agreements. Resources may also be obtained through contractors, vendors, and suppliers. This support function contains various sub-functions that are outlined below.

Functions covered in the Infrastructure Services annex include:

- Transportation
- Infrastructure Repair and Restoration
- Energy and Utilities
- Damage Assessment
- Debris Management

2 Policies and Agreements

The following policies and agreements are currently in place to support infrastructure services for the City:

- Oregon Water/Wastewater Agency Response Network (ORWARN); ORWARN is composed of member utilities providing voluntary, emergency assistance to each other. ORWARN facilitates rapid and short-term deployment of emergency services, in the form of personnel, equipment, and materials.

3 Situation and Assumptions

3.1 Situation

The City has identified critical infrastructure and resources to be protected and prioritized during an emergency event or disaster, to the greatest extent possible. During an emergency, the protection of human lives will take precedence during all facets of response, and essential services within the City will be maintained as long as conditions permit.

In addition, a utility failure would impact the availability of essential services such as the water supply, electrical power, natural gas, telephone, and sanitary sewer services. While causes of a failure may be natural or human-induced, the severity of the incident must be measured by the duration of the disruption of the service and its impact on life and property.

3.2 Assumptions

- Response operations for the City Public Works Department will include assisting police and fire in traffic control and rescue operations and clearing and maintaining critical lifeline routes.
- In a natural hazards event such as flood, windstorm, or earthquake response, the City Public Works Department will generally assume or be assigned the lead agency role.

4 Roles and Responsibilities

4.1 General Responsibilities

The activities and responsibilities for each department in support of infrastructure services will vary depending on the type of resource, length of the warning period, and duration of the incident.

4.1.1 Emergency Manager

- Regularly brief Mayor and Council on developments in the situation.
- Collect resource requirement information from all City departments and the Sandy Fire District.
- Evaluate the situation and determine whether plan implementation is called for.
- Assess developing conditions and evaluate their potential impact.
- Research sources of needed resources.
- Establish and maintain contact with the County; provide updates on conditions.

- Consider activating the EOC.
- Document actions taken and costs incurred.
- Facilitate post-incident analysis.

4.1.2 Public Works

Public Works is responsible for:

- Developing and maintaining an emergency notification list of department personnel.
- Opening emergency response routes for rescue and lifesaving operations.
- Restoring streets and managing street traffic, including traffic control devices.
- Restoring wastewater (sanitary sewer) and storm water system capacities.
- Restoring and operating sanitary sewer pump stations and pressure mains.
- Interfacing with utility providers to ensure timely restoration of services.
- Removing and disposing of debris from public rights-of-way and City property that was a direct result of a disaster event.
- Maintaining storm water flow.
- Administrating existing contracts, and developing new ones, to restore infrastructure and services.
- Keeping the City's Fleet operational and providing emergency fuel supplies and equipment necessary to provide for the public's safety, health, and wellbeing; this will be given top priority during an emergency.
- Keeping the City's emergency generators operational.
- Coordinating with Police to assist in traffic control.
- Developing and maintaining operating procedures for disaster response.
- Establishing contracts and relationships with contractors and vendors important to repair and restoration of County infrastructure.

- Requesting assistance through the County, if necessary.
- Documenting incident actions and costs incurred.
- Notifying regulating agency(s), as appropriate.

4.1.3 Fire District

The Fire District is responsible for:

- Notifying appropriate personnel of the developing situation.
- Assessing the department's minimum resource needs to maintain operations.
- Evaluating potential safety issues and making recommendations to the Planning Section Chief.
- Provides communication resources and support as needed.
- Provides fire suppression personnel and equipment to support Public Works response and recovery activities.

4.1.4 Police Department

The Police Department is responsible for:

- Alerting personnel of developing conditions.
- Assessing the minimum resources needed by the department to maintain operations.
- Evaluating potential security and safety issues and making recommendations to the Planning Section Chief.
- Providing police personnel and equipment to support public works response and recovery activities.
- Providing communication resources and support as needed.

4.1.5 Private/Public Utilities

- Coordinating response activities with the City Public Works Department regarding restoration of services.
- Making repairs and restoring services as soon as possible.
- Supporting the City with equipment, personnel, etc., as appropriate.

5 Concept of Operations

When this Emergency Operations Plan (EOP) is activated, all activities and resources in support of infrastructure services will be coordinated by the City EOC staff as identified and managed using the Incident Command System (ICS). The City Public Works Department is the lead agency for infrastructure operations and solid waste (debris) management.

Public Works will focus on restoring vital lifeline systems to the community, with an emphasis on critical roads. Public Works will also place emphasis on supporting law enforcement, fire, and search and rescue with evacuation and traffic control capabilities. Other operational priorities will be:

- Damage assessment.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.
- Identification and labeling of uninhabitable/unsafe structures.
- Coordination of the closure and repair of transportation infrastructure.
- Repair and restoration of damaged public systems (e.g., water, wastewater, and stormwater systems).
- Coordination with utility restoration operations (power, gas, telecommunications).
- Prioritization of efforts to restore, repair, and mitigate City- and County-owned infrastructure.

Public Works will use local contractors to supplement its emergency response capabilities, escalating unmet needs through the County EOC and/or mutual aid partners.

See the Clackamas County EOP, Support Annex C – Damage Assessment for more detail.

The County Transportation and Development division will address larger debris management issues for the County. If needed, the City would request the following infrastructure services from County Emergency Management:

- Identification and labeling of uninhabitable/unsafe structures.
- Establishment of priorities and processes for issuing demolition and building permits.
- Stabilization of damaged public and private structures to facilitate search and rescue and/or protect the public's health and safety.

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

6 City Infrastructure Services Functions

6.1 Transportation

- Monitor and report on the status of and damage to the transportation system and infrastructure because of an emergency incident.
- Identify temporary alternative transportation solutions that can be implemented.
- Coordinate with County and State transportation agencies to implement the restoration and recovery of transportation systems and infrastructure.

Transportation systems available in the City include:

- Sandy Area Metro – The City has a multi vehicle fleet used to provide local transit services. In the event of an emergency, the transit systemmay be able to provide vehicles for temporary shelters as available resources allow.

See the Clackamas County EOP, ESF 1 – Transportation for more detail.

6.2 Infrastructure Repair and Restoration

City Public Works actions may include:

- Conducting pre- and post-incident assessments of public works and infrastructure.
- Executing emergency contract support for lifesaving and life-sustaining services.
- Coordinating technical assistance, including engineering expertise, construction management, and contracting and real estate services.
- Providing emergency repair of damaged public infrastructure and critical facilities.

See the Clackamas County EOP, ESF 3 – Public Works and Engineering for more detail.

6.3 Energy and Utilities

Energy- and utility-related actions may include:

- Collecting, evaluating, and sharing information on energy/utility system damage and estimations of the impact of outages/failures within affected areas.
- Coordinating restoration of service in impacted areas.
- Ensuring backup power and utility sources for critical facilities.

See the Clackamas County EOP, ESF 12 – Energy for more detail.

6.4 Debris Management

City debris management activities will be coordinated by the City Public Works Department in coordination with the County Department of Public Works.

See the Clackamas County EOP, Support Annex B – Debris Management for more detail.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 1 – Transportation
  - ESF 3 – Public Works and Engineering
  - ESF 12 – Energy
  - SA B – Debris Management
  - SA C – Damage Assessment
- County Resource Directory
- City of Sandy Natural Hazard Mitigation Plan (includes critical facilities and infrastructure list)

8 Appendices

None at this time.

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4 FA 4 – Recovery Strategy

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Table of Contents

1 Purpose and Scope ..... FA 4-1
2 Policies and Agreements ..... FA 4-1

3 Situation and Assumptions ..... FA 4-1

4 Roles and Responsibilities ..... FA 4-2
4.1 Emergency Operations Center Staff ..... FA 4-2
4.1.1 Planning Section ..... FA 4-2
4.1.2 Logistics Section ..... FA 4-2
4.1.3 Finance Section ..... FA 4-2
4.1.4 Public Information Officer ..... FA 4-3
4.2 City Departments ..... FA 4-3
4.2.1 City Administration ..... FA 4-3
4.2.2 Other City Agencies ..... FA 4-3

5 Concept of Operations ..... FA 4-4
5.1 Short-Term Recovery Activities ..... FA 4-4
5.2 Long-Term Recovery Activities ..... FA 4-4
5.3 Requests for State and Federal Assistance ..... FA 4-5
5.3.1 Local Emergency Declaration ..... FA 4-5
5.3.2 Local Request for State Assistance ..... FA 4-5
5.3.3 County and Federal Recovery Efforts ..... FA 4-6

6 City Recovery Functions ..... FA 4-6
6.1 Damage Assessment ..... FA 4-6
6.1.1 Windshield Surveys ..... FA 4-6
6.1.2 Initial Damage Assessment ..... FA 4-6
6.1.3 Secondary Damage Assessment ..... FA 4-7
6.2 Public Assistance ..... FA 4-8
6.2.1 Eligible Entities and Projects ..... FA 4-8
6.2.2 Request for Public Assistance ..... FA 4-8
6.3.3 Steps to Obtain Disaster Assistance ..... FA 4-9
6.3 Individual Assistance ..... FA 4-9
6.3.1 Insurance ..... FA 4-9
6.3.2 Voluntary Agency Assistance ..... FA 4-10
6.3.3 Disaster Recovery Centers ..... FA 4-10

7 Supporting Plans and Procedures ..... FA 4-10

8 Appendices ..... FA 4-11

Appendix A Damage Assessment Materials ..... FA 4-13
Appendix A-1 Initial Damage Assessment Checklist ..... FA 4-15
Appendix A-2 Preliminary Damage Assessment Checklist..... FA 4-19
Appendix A-3 Initial Damage Assessment Summary Report Form ..... FA 4-25
Appendix B Public Assistance Materials..... FA 4-27
Appendix C Individual Assistance Materials..... FA 4-29
Appendix C-1 Disaster Recovery Center Requirements Checklist..... FA 4-31
Appendix C-2 FEMA DRC Site Requirements List..... FA 4-33
Appendix D – Typical Individual Assistance Programs..... FA 4-35

FA 4 Tasked Agencies	
Primary Agencies	City Administration
Supporting Agencies	

1 Purpose and Scope

The Recovery Strategy annex outlines the basic City services and resources necessary to recover from a disaster. Functions covered in the Recovery Strategy functional annex include:

- Damage Assessment
- Public Assistance
- Individual Assistance

2 Policies and Agreements

The following policies and agreements are currently in place to support recovery for the City:

- None at this time.

3 Situation and Assumptions

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

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

Local, County, and Federal government are responsible for assisting the public and private sector in disaster recovery. A widespread disaster may affect the functionality of business, disrupt employment, interrupt government services, and impact tax revenue. Recovery is an emergency management function undertaken during and after an event, along with the response. Expeditious recovery will limit costs, damages, and long-term impacts on the community. The purpose of this Recovery Strategy annex is to provide a strategy for the City to coordinate its recovery efforts with its partners at the State and Federal level.

In most cases, recovery begins during an event's response phase, when damage is identified and assessed. Damages are classified as being in the private or public sectors. The extent of damages in dollars will determine what, if any, State or Federal assistance may be available during the recovery phase. To request this assistance, a local proclamation of emergency must be made and communicated

to the Governor. Good record keeping and mitigation planning will support recovery efforts and ensure post-emergency compensation.

In addition to assistance available from governments, private non-profit organizations support recoveries as well. The American Red Cross and Salvation Army are examples of those involved in such efforts. The Governor can also request direct assistance from selected Federal agencies without a formal presidential declaration.

A comprehensive guide to Community Recovery in the State of Oregon can be found at the following internet site: http://www.oregon.gov/OMD/OEM/fin_rec/disaster_recover_guide.shtml.

4 Roles and Responsibilities

4.1 Emergency Operations Center Staff

During recovery, many of the Section Chiefs' responsibilities and activities continue, but sometimes with a change in focus, as outlined below.

4.1.1 Planning Section

- Demobilize resources.
- Document emergency activities.
- Providing situation status reports.
- Coordinate resource management with the Logistics Section and Incident Commander (IC).
- Provide maps of the area affected by an emergency or disaster.
- Perform the Initial Damage Assessment (IDA).

4.1.2 Logistics Section

- Make arrangements for a Disaster Recovery Center (DRC) for the Federal Emergency Management Agency (FEMA).
- Document emergency activities.
- Ensure temporary housing and feeding of displaced persons
- Coordinate resource management with the Planning and Finance Sections.

4.1.3 Finance Section

- Keep records of all costs incurred.

- Document emergency activities.
- Prepare documents for submission to State and Federal government.
- Provide Damage Assessment Coordination/Documentation.

4.1.4 Public Information Officer

- Disseminate public information.
- Document all emergency activities.

4.2 City Departments

4.2.1 City Administration

- Activate the disaster assessment team or process. Ensure that damage information is received from private non-profit organizations.
- Receive and compile disaster information to:
  - Share the information with the appropriate County and municipal agencies.
  - Prioritize response and recovery activities.
  - Determine if additional resources are needed.
  - Submit forms to County Emergency Management as needed.
- Coordinate with appropriate agencies to address unmet needs.
- Receive and disseminate information to decision makers to prioritize recovery efforts and determine the need for State or Federal assistance.
- Coordinate the involvement of community response partners regarding the Preliminary Damage Assessment (PDA) and disaster declaration process.
- Assist County, State, and Federal agencies with conducting Preliminary Damage Assessments.
- Ensure documentation of disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

4.2.2 Other City Agencies

- Assist with the damage assessment and disaster declaration process as requested.

- Document disaster-related response and recovery costs.
- Coordinate with local officials to identify and recommend mitigation projects.

5 Concept of Operations

5.1 Short-Term Recovery Activities

During the recovery phase of an emergency, the Emergency Manager or IC has the final authority to establish priorities for recovery activities and the allocation of resources to support them. Some activities, such as damage assessment, will most likely begin during the response phase of the emergency once the incident is stabilized. Short-term recovery activities may include:

- Assessing damage and posting notices of unsafe and unusable buildings, roads, or bridges.
- Assessing victims' needs.
- Removing disaster debris.
- Removing human and animal remains.
- Testing drinking water and, if necessary, establishing new or additional drinking water supplies.
- Performing emergency repairs of sanitary, sewer, and storm drainage systems.
- Repairing utility lines, e.g., electricity and natural gas.
- Establishing security in affected areas.

5.2 Long-Term Recovery Activities

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

- Restoring non-vital government services.
- Performing demolition and reconstruction of damaged areas.
- Monitoring restoration activities.
- Establishing, in coordination with the Federal government, a DRC *(See FA 2, Human Services for more detail*), if necessary.

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

5.3 Requests for State and Federal Assistance

5.3.1 Local Emergency Declaration

When the City is faced with an emergency or disaster condition that requires a coordinated response beyond that which occurs routinely, and the required response is not achievable solely with the added resources acquired through mutual aid or cooperative assistance agreements, the Mayor (or designee) may decide to declare a local emergency.

A local emergency declaration provides City officials with the additional authority that may be needed to address emergency conditions; can facilitate large-scale evacuations; and, once the appropriate response is beyond the capability of the County, can set the stage for requesting state assistance.

See the Chapter 1 of the Basic Plan for procedures for declaring a state of emergency.

5.3.2 Local Request for State Assistance

If an emergency has occurred wholly within the boundaries of the City, the request for assistance from the State must be submitted to the County for transmittal to Oregon Emergency Management (OEM) for consideration by the Governor. The State has a reasonable expectation that counties will endeavor to assist cities within their jurisdictions before turning to the State and/or Federal government for assistance.

Requests for assistance submitted to the County for transmittal to the State must include:

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

5.3.3 County and Federal Recovery Efforts

Community recovery assistance from the County and Federal levels comes in the form of activating ESF 14 – Long-Term Community Recovery. This support function provides a mechanism for coordinating Federal support to State, Tribal, regional, and local governments, nongovernmental organizations, and the private sector to enable community recovery from the long-term consequences of extraordinary disasters. ESF 14 accomplishes this by identifying and facilitating availability and use of sources of recovery funding and by providing technical assistance for community recovery and recovery planning support. For information regarding County recovery procedures, refer to ESF 14 in the County EOP. For information at the Federal level, ESF 14 can be found at http://www.fema.gov/pdf/emergency/nrf/nrf-esf-14.pdf.

NOTE: Detailed information on Local and State Recovery Processes is provided in the State Disaster Recovery Guidebook, Part I – Overview.

6 City Recovery Functions

6.1 Damage Assessment

Damage assessment is conducted in two phases: initial damage assessment and secondary damage assessment. The initial assessment, a Planning Section responsibility, provides supporting information for the disaster declaration and is the responsibility of the City. The secondary damage assessment is an in-depth analysis of long-term effects and costs of the emergency and is performed with the combined efforts of local, State, and Federal agencies and the American Red Cross.

6.1.1 Windshield Surveys

During the initial phase of an event with widespread property damage (such as windstorm, earthquake, etc.) normal communication links may not exist. It is important to get an account of the damage as soon as possible to prioritize resource assignments.

As appropriate after an event, units from appropriate agencies may begin a process called “windshield surveys.”. Windshield Surveys consists of response agency units driving throughout the City in a systematic manner to survey predetermined high-priority facilities. When damage is discovered, a description of the situation is to be reported. The goal is to get a quick overview of the entire situation and then assign resources to the priority situations.

6.1.2 Initial Damage Assessment

During an emergency or disaster, local governments conduct a quick initial assessment of damages and impacts, sometimes as part of a request for State or Federal resources to augment local ones. The Emergency Manager coordinates

this assessment and usually assigns some Initial Damage Assessment responsibilities to other departments of local government.

The IDA evaluates the damages and costs related to a disaster, the impact of the disaster on the community, and which State, Federal, or volunteer agency programs might be appropriate for providing needed assistance. With respect to Federal assistance, a determination during the IDA of the extent of affected homes, businesses, and public facilities assists State officials in determining whether they need to follow up with other damage or impact assessments, including perhaps a PDA for Individual Assistance, Public Assistance, or both.

As soon as it can safely be done during or following the event, local officials should complete the IDA Summary Report Form and forward it to the County. The County should then forward the completed form to OEM.

Table RS-1 below outlines the City's priorities for damage assessment.

Table RS-1 – City of Sandy Damage Assessment Priorities

Priority #1	Public Safety and Restoration of Vital Services
Emergency Operations	EOC Fire District Police Department facilities
Hazardous Industries	Hazardous occupancy industry Natural gas pipelines Electrical power stations and other like facilities
Utilities & Transportation Infrastructure	Sanitary sewer Storm and water lines Bridges and overpasses
Medical Facilities	Mass care and shelter facilities Medical clinics
Other Vital Public Services	Schools and other public facilities Food suppliers Other major businesses
Note: Each facility should be analyzed on structural integrity, safety, functional capability, and estimated costs to repair or replace.	
Priority #2	**Assessment of Damage to Support Emergency or Major State or Emergency Declaration**
	Multi-family complexes Single-family residences Other businesses

6.1.3 Secondary Damage Assessment

The initial damage assessment should provide the basis for subsequent assessment activities. Secondary Damage Assessments most often occur during the recovery

phase after initial response activities have taken place. Finance Section personnel should be able to perform the tasks outlined below.

- Identify damaged facilities and lead State and Federal damage assessment teams to them.
- Document expenditures in response to events for which a declaration has been requested. The State of Oregon standard for cost estimating is contained in the State Forestry Fire Plan. If the City can document actual costs, these should be used to develop accurate cost estimates.
- If the Finance Section is not staffed, the City Manager(or designee) will coordinate this activity.

The City Department of Public Works will provide personnel to lead damage assessment teams. Volunteers may be trained and can be expected to lead damage assessment teams for Priority #2 Initial Damage Assessments. Additional support may be available from the County.

See the State Disaster Recovery Guidebook, Part I – Overview for more detailed information on damage assessment.

6.2 Public Assistance

Requests for Public Assistance for the City will be coordinated with County Emergency Management.

6.2.1 Eligible Entities and Projects

Eligible applicants under the Public Assistance Program are units of local government, State agencies, organizations and agencies of native peoples, and private nonprofit organizations that meet certain criteria.

To be eligible for assistance, a project must result from a Presidentially declared emergency or major disaster, must lie within the designated disaster area, must be the responsibility of an eligible applicant, and must not fall within the authority of another Federal agency.

6.2.2 Request for Public Assistance

Applicants notify FEMA of their intent to apply for public assistance by filing a Request for Public Assistance (Request) form. The form outlines general information identifying the applicant, including the applicant's name, address, and primary and secondary contacts. If the applicant is unable to submit the Request to OEM at the Applicants' Briefing, the applicant must submit the form within 30 days of the date of designation of the County for Public Assistance. An applicant need not wait until all damage is identified before requesting assistance.

Federal and State personnel will review each Request to ensure applicant eligibility. Once a Request has been submitted, the project formulation process

can begin. Project formulation is the process of documenting the eligible facility, the eligible work, and the eligible cost for damaged projects.

6.3.3 Steps to Obtain Disaster Assistance

There are five primary steps to obtaining public disaster assistance:

1) A Request is submitted by the applicant.
2) A Public Assistance Coordinator (PAC) is assigned to each applicant.
3) The applicant presents a list of damages to the PAC at the Kickoff Meeting. This list is the basis for building Project Worksheets. The applicant then has 60 days from the date of the Kickoff Meeting to report or identify damages to FEMA.
4) The PAC and State staff work with the applicant/subgrantee to identify any special considerations, ensure that all damage and emergency work costs are identified, and that the scope-of-work on Project Worksheets is eligible and complete.
5) Upon approval of Project Worksheets, the funds are obligated to OEM, who is the grantee and will disburse Public Assistance funds to the subgrantee. Federal funds for small projects will be disbursed after approval, and Federal funds for large projects will be disbursed as work is accomplished.

See the State Disaster Recovery Guidebook, Part IV – Programs Which Assist Public Agencies for more detailed information on public assistance.

6.3 Individual Assistance

Individual Assistance programs strive to meet the disaster-related needs of individuals and families while utilizing disaster assistance resources as efficiently as possible. Disaster recovery officials especially strive to avoid duplication of benefits. Efficient use of recovery resources is also aided by providing assistance through a sequence of programs. Those with serious unmet disaster-related needs proceed through each step until all avenues, public and private, have been explored to meet those needs.

6.3.1 Insurance

Claims should be made in accordance with appropriate insurance policies in effect for the hazard that caused the disaster. Disaster assistance programs are not a replacement for proper insurance, nor can any disaster assistance program provide cost recovery for those affected by disaster as good as that provided by insurance. Moreover, most natural disasters that affect an individual or family are not widespread enough to result in the implementation of Federal disaster assistance programs. Hence, in most cases, insurance and voluntary agency assistance are the only avenues for helping families and individuals to recover.

6.3.2 Voluntary Agency Assistance

Many voluntary agencies provide disaster recovery assistance to individuals and families. Like insurance, voluntary agencies should be viewed as having resources that are utilized prior to governmental disaster assistance programs. In cases for which there is a Presidential declaration, access to some voluntary agency assistance may be gained at or through DRCs. Most voluntary agency assistance is intended to meet immediate disaster-related needs such as shelter, food, clothing, health and medical care (including counseling and mental health assistance), essential household furnishings, bedding, transportation, and sometimes temporary assistance to rent housing.

See Appendix D – Typical Individual Assistance Programs for additional individual assistance programs.

6.3.3 Disaster Recovery Centers

Local, State, and Federal entities will:

- If individual assistance is authorized, establish a local disaster recovery assistance center to assist qualified citizens with filing claims for financial or housing assistance.
- If public assistance is authorized, dispatch assessors to develop, in coordination with local representatives, disaster survey reports for public damage and response costs.
- Provide technical assistance and advice regarding recovery and mitigation activities to both citizens and public agencies, as appropriate.
- Coordinate public information and assistance activities with the EOC Public Information Officer and keep local authorities informed of assistance provided to residents, businesses, and local entities.

Identify and coordinate with State and Federal agencies regarding a location for the DRC.

See the State Disaster Recovery Guidebook, Part II – Programs Which Assist Families and Individuals for more detailed information on individual assessment.

7 Supporting Plans and Procedures

- County Emergency Operations Plan
  - ESF 14 – Long-Term Recovery
  - SA C – Damage Assessment
- State of Oregon Disaster Recovery Guidebook

8 Appendices

- Appendix A Damage Assessment Materials
  - A-1 Initial Damage Assessment Checklist
  - A-2 Preliminary Damage Assessment Checklist
  - A-3 Initial Damage Assessment Summary Report Form
- Appendix B Public Assistance Materials
- Appendix C Individual Assistance Materials
  - C-1 Disaster Recovery Center Requirements Checklist
  - C-2 FEMA DRC Requirements Worksheet
- Appendix D Typical Individual Assistance Programs

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Appendix A Damage Assessment Materials

A-1 Initial Damage Assessment Checklist

A-2 Preliminary Damage Assessment Checklist

A-3 Initial Damage Assessment Summary Report Form

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Appendix A-1 Initial Damage Assessment Checklist

As its name suggests, an IDA is meant to be an *initial* assessment of the damage and impacts caused by the disaster. Do not spend a great deal of time on details at this stage. The IDA only needs to outline enough damage and impacts to the community to bring in the right programs for a closer assessment.

All those using information obtained from an IDA should be cautioned concerning the limitations of the data and should expect variations between this initial assessment and the actual number of applications received should disaster assistance programs be offered.

General

The following guidelines should be followed when conducting an IDA:

- Examine and note areas of major damage and damage that is likely to be expensive to repair and mitigate.
- Although insured losses should be noted, do not spend a great deal of time trying to collect detailed insurance information during the IDA. Determining the details of insurance in place is time consuming and unnecessary at this stage. If detailed insurance information is needed, it can be collected during a second assessment, such as the joint PDA.

  Note: An exception to this rule is "small disasters," which require collecting insurance information during the IDA in order that the Small Business Administration can make a decision on whether or not to dispatch personnel to Oregon to lead a Small Business Administration (SBA) "damage survey."
- The Individual Assistance IDA Field Data Collection Form is designed to assist you in conducting the IDA for homes and businesses.
- The Infrastructure (Public Assistance) IDA Data Collection Form may assist you in conducting the IDA for public sector damages.
- Analyze IDA data based on the following questions:
  - Is the damage such that only immediate personal needs (such as food, clothing, accommodation, and transport) exist? If so, these needs can probably be met by volunteer organizations such as the American Red Cross, Salvation Army, Mennonite Disaster Service, and others.
  - Is the damage primarily to the agricultural sector? If so, you may want to ask the State to request U.S. Department of Agriculture assistance.

- Are the impacts primarily to businesses that have suffered significant damage or other problems that would cause loss of revenue? If so, you may want to ask the state to investigate SBA programs.
- Is the damage primarily to homes? If so, perhaps the State should request SBA assistance or request an Individual Assistance joint PDA.
- Is the damage primarily to publicly owned facilities? If so, perhaps the State should request a Public Assistance joint PDA.

Whom to Involve

Since speed and accuracy are essential in obtaining the maximum amount of information in the shortest amount of time, there should be more than one person involved in the IDA process. The Local Emergency Program Manager should assemble a team to assist, including members such as:

- American Red Cross officials: depending on the capabilities of the American Red Cross that serves your area, you may want to ask the American Red Cross to coordinate the IDA effort with respect to homes and to assess the number of persons significantly impacted by the disaster. In some cases, the American Red Cross will have already done so; you may be able to utilize information they have already gathered.
- Building inspectors and tax assessors from local governments, and appraisers from lending institutions or insurance companies, to evaluate buildings, manufactured homes, and businesses.
- City/County engineers, public works officials, utility officials, etc. for an assessment of damages to roads, bridges, other public facilities, and utility systems.
- Hospital and urgent care facility officials for information on injuries and fatalities.
- School district officials to provide school damage figures.
- County health officials for an assessment of disaster effects on community health.
- Officials in charge of levees, drainage systems, private nonprofit and recreational facilities, etc.
- County agent for farm and ranch damage assessment.

- Water Environmental Services
- Sunrise Water Authority

Collecting Initial Damage Assessment Data by Telephone Bank

Local jurisdictions may want to establish a telephone bank to collect IDA information on damage and impacts to homes and businesses. If you decide to utilize the telephone bank approach, work with local media to reach affected individuals, families, and businesses. For each, try to collect at least the following:

- Name of individual, family, or business.
- Address of the damaged or impacted structure.
- Mailing address if different.
- Telephone numbers where the person reporting the damage or impacts can be reached.
- If the damaged structure is a home, is it a primary home or a second home? Is it a rental? If so, count the home twice: once as a home, a second time as a business. Try to obtain the appropriate points of contact for both.
- Is the loss/damage insured?
- Obtain a brief description of, and, if possible, estimated cost associated with the damage or impact; collect only enough information to allow you to categorize the damage as minor, major, or destroyed. Also note homes and businesses that are not damaged but that are directly impacted, such as loss of potable water, loss of septic system, loss of driveway access, etc. Homes meeting this criterion should be noted as "affected habitable"; businesses as "interrupted."

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Appendix A-2 Preliminary Damage Assessment Checklist

To prepare for the arrival of State and Federal joint PDA officials, local jurisdictions should do as much of the following as time permits.

General

- The Local Emergency Program Manager should coordinate the PDA or designate a PDA Coordinator. The person in this position should have a working knowledge of the PDA process and forms, and thorough familiarity with local geography, government officials, and public facilities.
- Line up appropriate officials who will become the local government representatives on the joint PDA teams. For Individual Assistance, consider assessors, building department inspectors, etc. For Public Assistance, consider building department inspectors, road department engineers and technicians, bridge engineers, etc.
- Prepare maps that note the locations and nature of the damage.
    - Delineate any areas where the damage is primarily to homes, businesses, and agricultural land.
    - Indicate the location of each damaged public facility and the government agency responsible for its care.
    - Mark the location of sites where disaster-related costs were incurred.
    - If possible, all damage sites should be identified by local officials before State/Federal inspectors arrive.
- On the same maps, indicate the best routes of travel, accounting for roads and bridges that are out of service due to the disaster, and methods for efficient routing such as travel "loops" likely to be taken by the joint PDA teams.
- Also on the maps, indicate areas where major utilities are still out of service, areas with septic tanks or wells, areas that are still experiencing the effects of the disaster, and health and safety hazards such as hazardous materials spills, biological hazards, downed power lines, etc.
- If possible, provide photographs of damage sites to State and Federal inspectors.
- Assemble and briefly summarize information on the resources committed by the jurisdiction in responding to the disaster. Be sure to

include the time commitment, overtime, etc. of City staff who have been involved.

- Ask everyone involved in the joint PDA to look for ways of rebuilding damaged structures to lessen damage and hardship next time; provide these ideas to the hazard mitigation PDA teams.
- Set up a joint PDA team support facility that includes:
  - Tables and chairs.
  - Displays, such as maps, chalk boards, dry erase boards, flip charts, bulletin boards, etc.
  - Telephones and telephone directories.
  - Copies of the Oregon Blue Book.
  - One or more photocopiers.
  - Availability of drinking water, coffee, etc.
  - Restrooms.
  - If available and appropriate, your EOC can serve as the joint PDA team support facility.
- Arrange for a facility to conduct the joint PDA public official and team briefings such as a courtroom, public auditorium,lecture hall, etc.
- Be prepared to provide high clearance vehicles for the use of the teams; these vehicles should be driven by the local representative and should comfortably seat up to five people.
- If necessary, assist State and Federal joint PDA team members to find lodging and meals during their stay in the disaster area.

Individual Assistance

- Develop a written summary of the impacts of the disaster that answers the following questions:
  - Have there been injuries or deaths? Are persons missing?
  - Are families isolated due to the disaster?
  - Are public health and safety significantly compromised?
  - Is debris on private property a health and safety hazard? Does it prevent access to homes?

- Are services such as medical care, schools, mail delivery, public transportation, communication, etc. significantly affected?
- Are utilities out of service, e.g., electricity, gas, water, sewer, drainage systems, dikes, etc.? When will service be restored? Are outages widespread or concentrated in one area?
- Were many private vehicles destroyed?
- Is there increased unemployment due to the disaster?

■ Gather and assemble the following information about the area(s) affected by the disaster:

- Which affected areas are urban, suburban, or rural? Commercial? Industrial? Delineate these areas on the teams' maps.
- What was the area's economic base and condition prior to the disaster?
- What was the pre-disaster market value of homes in the disaster area(s)? Be prepared to provide dollar ranges to fit "high," "medium," and "low" categories.

■ Ask the American Red Cross to make available any information they have collected during their "windshield" and "on-site detailed" damage assessments.

■ Work with OEM and FEMA to obtain information regarding insurance coverage in the disaster areas. FEMA will conduct some of this research from their regional office.

■ What resources are available in the area to provide temporary housing for displaced persons? Vacant rental homes, mobile homes, or apartments?

■ If flooding occurred, make estimates for the team about water depths and velocities and the duration of flooding. Was the water contaminated with chemicals? Sewage? Other?

■ Assign local, State, Federal, and volunteer agency officials to each team; have each team cover both dwellings and businesses in a geographic area.

■ Dispatch teams to their areas; have each team report back into the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may

want to reassign one or more geographic areas to a team or teams likely to finish before others.

Public Assistance

- Develop a written description of the impacts of the disaster on local government, including:
  - Population served by the local government.
  - Budget balance before and after the disaster.
  - Capability of local government to deal with the interruption or loss of essential public services, continuing public health and safety problems, and the loss of public facilities, equipment, materials, etc.
  - Public service impacts that will continue without Federal assistance, including deferral of permanent repairs, reductions in ongoing services, delays in planned capital improvements, continued isolation of families or communities, etc.
- If the time the joint PDA will begin has been well established, go make appointments for the team at sites where the damage or the impact of the damage is greatest.
- In lieu of making appointments, develop a list of contacts for each damage site, including telephone numbers and times when they are easiest to reach.
- Ensure that local government representatives designated to serve on joint PDA teams have knowledge of repairs already made and repairs needing to be made, as well as a knowledge of the location of damage sites.
- Be prepared to provide State and Federal officials a detailed cost breakdown of labor, equipment, materials, and supplies for all completed work, including work completed through contracts with private-sector companies. While a variety of forms can be used to summarize these items, the format chosen must document "who, what, when, where, and how."
- Be prepared to describe which sites will be repaired or reconstructed by contract, and those which will be repaired by local forces. If a contractor's estimate has been received, make it available to State and Federal inspectors.
- If damaged facilities are to be rebuilt to conform with new codes, specifications, or standards, be prepared to provide inspectors with

copies of the specifications, local resolutions, ordinances, etc. that are required in upgrading of the facilities.

- Time permitting: Using as many "Infrastructure (Public Assistance) IDA Field Data Collection Forms" as necessary, develop a list of work performed and facilities damaged as a direct result of the disaster. Estimate the cost of repair or restoration of damaged public facilities. Be sure to include both work that has been completed and that which has not. Organize the information by category-of-work.

- Assign local, State, and Federal officials to each team; have each team cover a geographic area.

- Dispatch the teams to their areas; have each team report back to the central PDA support facility periodically by radio or telephone. Some teams may cover ground more quickly than others. If so, you may want to reassign one or more geographic areas to a team or teams likely to finish before the others.

Hazard Mitigation

- Think of the joint PDA as an opportunity to quickly identify hazard mitigation opportunities before much of the permanent repair work has been accomplished.

- Talk with the people who helped you to accomplish the IDA about any hazard mitigation opportunities they discovered during the IDA; provide this information to the State and Federal inspectors (FEMA and SBA).

- Resources permitting, assign a local representative to join FEMA and OEM hazard mitigation staff assigned to accomplish the hazard mitigation portion of the joint PDA. Assemble as many teams as appropriate and as resources permit; often, there will be only one hazard mitigation PDA team per local jurisdiction.

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Appendix A-3 Initial Damage Assessment Summary Report Form

Electronic copies of the following damage assessment forms can be found at http://www.oregon.gov/OMD/OEM/fin_rec/section_b_form.shtml.

- Individual Assistance Initial Damage Assessment Field Data Collection Form
- Estimated Disaster Economic Injury Worksheet for Businesses
- Infrastructure (Public Assistance) Initial Damage Assessment Field Data Collection Form - Instructions for form are attached (Excel Spreadsheet)
- Individual Assistance IDA and PDA Calculation and Summary Form
- Initial Damage Assessment Summary Report Form (Excel Spreadsheet)
- Individual Assistance Joint PDA Team Assignments
- Joint Preliminary Damage Assessment (PDA) Individual Assistance Field Form (Adapted from FEMA Form 76-39)
- Public Assistance Preliminary Damage Assessment Site Estimate (Joint FEMA-OEM Form adapted from a FEMA Form)
- Public Assistance Preliminary Damage Assessment Summary (FEMA Form 90-80)

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Appendix B Public Assistance Materials

Electronic copies of the following public assistance materials can be found at http://www.fema.gov/government/grant/pa/forms.shtm.

- Request for Public Assistance (FF90-49)
- Hazard Mitigation Proposal (FF90-61)
- Project Worksheet (FF90-91)
- PW-Damage Description and Scope of Work Continuation Sheet (FF90-91A)
- PW-Cost Estimate Continuation sheet (FF90-91B)
- PW-Maps and Sketches Sheet (FF90-91C)
- PW-Photo Sheet (FF90-91D)
- Validation Worksheet (FF90-118)
- Project Validation Form (FF90-119)
- Special Considerations Questionnaire (FF90-120)
- PNP Facility Questionnaire (FF90-121)
- Historic Review for Determination of Adverse Effect (FF90-122)
- Force Account Labor Summary Record (FF90-123)
- Materials Summary Record (FF90-124)
- Rented Equipment Summary Record (FF90-125)
- Contract Work Summary Record (FF90-126)
- Force Account Equipment Summary Record (FF90-127)
- Applicant's Benefit Calculation (FF90-128)

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Appendix C Individual Assistance Materials

C-1 Disaster Recovery Center Requirements Checklist

C-2 FEMA DRC Requirements Worksheet

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Appendix C-1 Disaster Recovery Center Requirements Checklist

General Information

DRCs are sited only in jurisdictions where the need exists and local officials request them. There is no State or Federal reimbursement for costs associated with use of the building selected (e.g., rent and utility costs).

Local officials must be willing to provide security at the facility during daily operations. DRCs may be open for as short as a few days and as long as a few weeks. Site selection for DRCs is a joint local, State, and Federal responsibility. This process is facilitated when local officials have prepared ahead of time and identified buildings that could serve as DRCs.

Required

The following should be considered in identifying possible facilities to serve as DRCs:

- The building must be large enough for the needs of the situation (number of agencies and clients anticipated in the DRC). This may vary from as few as 1200 square feet to more than 4500 square feet. Consequently, it is advisable to identify a variety of buildings of different sizes in different locations within your jurisdiction.
- Sufficient tables and chairs for the needs of the situation should be readily available (in the facility, or easily moved to the facility). Each agency working at the facility will need at least one table and five chairs.
- The building must have heat, electricity, good lighting, potable water, rest rooms, and adequate parking.
- Appropriate emergency medical support should be quickly available to the building.
- Appropriate fire protection should be readily available.
- Access to and through the building must be barrier-free for disabled persons. (DRCs must meet Americans with Disabilities Act requirements and have a certification to that effect from the local building official on file prior to the disaster.)
- The building owner must be willing to allow FEMA and the SBA to install telephone lines.

Preferred

- The public should generally be familiar with the building.
- The building should be proximate to most of the affected population. Travel time should be reasonable for most of the people affected by the disaster. Public transportation should be available, if possible.
- Custodial support should be available at the facility.
- An indoor waiting area near the entrance to the building is helpful.
- Bilingual support should be available, if appropriate.
- Childcare is a useful addition if it can be provided at the facility.
- Local officials should be prepared to help provide supplies, such as trash cans, writing pads, pencils, local telephone directories, maps of the disaster area(s), string, masking tape, etc.

Appendix C-2 FEMA DRC Site Requirements List

FEMA DRC SITE REQUIREMENTS WORKSHEET

The following is the worksheet that FEMA uses to evaluate potential DRC facilities:

Date site evaluated:	**Primary or secondary site (circle one)**
Site address:	**County name:**
Site contact/telephone number:	**City name:**
After hours contact/telephone:	**County E.M. Director/telephone:**
Site accessible hrs: **days:**	Site keys: location and who has them?

DRC SITE REQUIREMENTS	YES/NO	COMMENTS
Proximate to affected area(s)?		
Parking adequate? (preferably 40 spaces or more, but no fewer than 20 spaces)		
Electricity, water, lighting adequate? - adequate power available for fax machines and computers? - water system functioning? - emergency lighting system available? - exterior lighting available?		
Secure, safe, and sanitary facility? - building sound, of good construction, and non-leaking condition? - electric wiring in sound condition or sealed off from contact with staff and clients? (no exposed wiring - no missing receptacle cover plates or damaged receptacles) - sprinkler system operating or fire extinguishers available? - dry floors with no holes or other obstructions? - heating and/or cooling system(s) verified as inspected and functioning properly? - restrooms functional or portable units available? - adequate ventilation of working area? - can doors be locked? - are windows secure? - parking lot lighted/safe for staff and clients to walk to their cars?		
Lease or use agreement?		
Agreement between county/city officials?		
Building is handicap accessible? - adequate handicap parking? - ramp for wheelchair (if necessary)? - doorways wide enough to accommodate wheelchair? - restrooms handicapped accessible, including wheelchair?		
Space required: (1,200 sq. ft. minimum)		
Existing telephones available to FEMA? Number?		
Incoming telephone cable capacity? - number of pairs feeding the facility and cable type? - pre-existing service and telephone or circuit numbers? - contact local telephone company to verify availability of circuits to support minimum of 16 phone lines - Verify that inside wiring can be easily accomplished. Existing cabling may not be reliable. Insure that access to areas including ceilings, telephone rooms, and crawl spaces is available.		
Tables and chairs available to FEMA? Number? (minimum 15 tables, 60-75 chairs)		
Fax available to FEMA? - number of faxes: _____ - make/model #: _____ (identify for each in comments)		
Janitorial and trash pickup services? Frequency?		
Crowd control devices such as ropes, cones, etc.?		

Oregon Emergency Management *Disaster Recovery Assistance Guidebook* 04-08-05
Disaster Recovery Center Requirements Checklist - 2

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Appendix D – Typical Individual Assistance Programs

Typical Individual Assistance Programs
HUMANITARIAN SERVICE GROUPS (e.g., American Red Cross, Church Groups, Voluntary Organizations, Community Service Groups) **Funded by:** Agency or group **Administered by:** Agency or group at temporary or permanent locations **Details:** These services can be requested by individuals or by local or state officials. Services provided include immediate emergency aid, such as clothing, food, medical assistance, shelter, cleanup help, transportation, furniture, and medical supplies
EMERGENCY FOOD STAMP PROGRAM **Funded by:** Food and Nutrition Services (U.S. Department of Agriculture [USDA]) **Administered by:** State Department of Social and Health Services (DSHS) **Details:** This program provides food coupons to qualified disaster victims. It requires a request to the USDA by the DSHS, based on request to the DSHS by State Emergency Management in coordination with local Emergency Management.
INSURANCE ASSISTANCE **Administered by:** American Insurance Association, Federal Emergency Management Agency, and National Flood Insurance Program **Details:** This program provides counseling regarding insurance problems or questions.
CONSUMER PROTECTION **Administered by: State Attorney General's Office** **Details:** This program provides counseling regarding consumer problems, such as non-availability of products and services needed for reconstruction, price gouging, and disreputable business concerns and practices. It may involve coordination with the Insurance Commissioner and/or legal counsel.

Typical Individual Assistance Programs
CRISIS COUNSELING **Administered by:** Clackamas County Health, Housing and Human Services **Details:** This program is available only after a special request by the Governor and approved by the Federal Emergency Management Agency. It provides referral services and short-term counseling for mental health problems caused or aggravated by a disaster.
INDIVIDUAL AND FAMILY GRANT PROGRAM **Funded by:** 75% Federal, 25% State **Administered by:** State Emergency Management This program is intended to provide assistance to individuals and families to help them meet disaster-related necessary expenses and serious needs for which other assistance is either unavailable or inadequate. It is not intended as a replacement for an insurance program.
TEMPORARY HOUSING PROGRAM **Funded by:** 100% Federal **Administered by:** Federal Emergency Management Agency **Details:** This program provides financial assistance or government-owned dwellings, if available, for those whose primary residences are uninhabitable due to a disaster.
DISASTER LOANS **Funded by:** U.S. Small Business Administration **Administered by:** U.S. Small Business Administration **Physical Disaster Loans -** Low-interest loans to individuals for repair, replacement, or rehabilitation of owner-occupied primary residences or personal property loss for renters. **Business Loans (Physical Disaster Loans) -** Low-interest loans to businesses for repair, replacement, or rehabilitation of disaster-damaged property. **Economic Injury Disaster Loans** - For businesses suffering economic loss as a result of a single sudden physical event of catastrophic nature. The Small Business Administration's maximum loan is $500,000. Funds can be used for indebtedness and operating expenses.

Typical Individual Assistance Programs
EMERGENCY LOANS, FARMERS HOME ADMINISTRATION **Administered by:** U.S. Department of Agriculture **Details:** This program provides low-interest loans to farmers, ranchers, and agricultural operators (either tenant-operator or owner-operator) for physical and production losses. Loans may also be used to repair or replace farm property and supplies or for repayment of farm operating debts incurred during the disaster year. Loans may also be available if approved by the USDA, following a governor's request.
DISASTER UNEMPLOYMENT ASSISTANCE **Funded by:** Federal Emergency Management Agency **Administered by:** U.S. Department of Labor through the State Employment Security Department **Details:** This program provides weekly benefit payments to those out of work due to a disaster, including self-employed persons, farm workers, farm and ranch owners, and others not normally covered under regular unemployment insurance programs.
TAX ASSISTANCE **Administered by:** Internal Revenue Service and Tax Information for Indian Tribal Governments **Details:** This program provides counseling and assistance in the form of income tax rebates to disaster victims who file income tax returns during the year of the disaster or during any of the three previous years. These earlier returns may be amended to receive an immediate tax rebate for non-insured casualty losses to homes, personal property, businesses, or farming/ranching operations. Benefits may also result from filing amended state income tax returns.
SOCIAL SECURITY BENEFITS **Funded by:** Social Security Administration **Administered by:** Social Security Administration **Details:** This program provides assistance to annuitants with address changes and expedited check delivery. Assistance in applying for disability, death, survivor benefits, and Social Security Insurance payments.

Typical Individual Assistance Programs
VETERAN'S BENEFITS **Funded by:** Veterans Administration (VA) **Administered by:** Veterans Administration **Details:** This program provides assistance in applying for VA death benefits, pensions, insurance settlements, and adjustments to VA-insured home mortgages. VA representatives will also record address changes, if necessary.
LEGAL SERVICES **Administered by:** Federal Emergency Management Agency **Details:** This program provides free legal counseling to low-income persons for disaster-related problems. May include replacing legal documents, transferring titles, contracting problems, will probates, and insurance problems.

1 IA 1 – Earthquakes/ Seismic Activity

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NOTE: This annex also includes landslides as a secondary hazard.

An earthquake of 5 or greater on the Richter Scale may or may not cause widespread damage, but either way it is a situation that would warrant activating the EOC to better coordinate the flow of information and damage assessment.

Initially, the lead agencies for earthquake response will be the Sheriff's Department and the Fire Service. After the initial assessment to determine the extent of damage, injury, and loss of life has been accomplished, the ICS/Operations section lead may transition to the fire service. As emergency response transitions from rescuing casualties to recovery of deceased victims, the Road Department may be expected to assume the role of lead department in the ICS/Operations section for the City's earthquake response. The Road Department's efforts in this response and early recovery phase of the disaster are likely to concentrate on reestablishing public infrastructure facilities.

Earthquake/Seismic Activity Checklist

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	☐ Continue to maintain and revise, as needed, applicable response plans pertaining to earthquakes and other seismic activity, including the EOP and supporting procedures and plans.	
	☐ Pre-designate evacuation routes and alternate routes for areas vulnerable to earthquakes.	
	☐ Conduct pre-incident planning for sheltering and evacuation related to earthquakes.	
	- Prepare map(s) and script to be used on local television station(s) for emergency broadcast. Include release instructions.	
	- Prepare radio messaging to be used by local radio stations for emergency broadcast.	
	☐ Have personnel participate in necessary training and exercises, as needed.	
	☐ Participate in earthquake preparedness activities, seeking understanding of interactions with participating agencies in an earthquake scenario.	
	☐ Ensure that emergency contact lists are updated, and establish a pre-event duty roster allowing for 24/7 operational support for the County and City EOCs.	
	☐ Ensure that earthquake response equipment and personnel inventories are updated. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	☐ Inform the Emergency Management Director of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	☐ Work with the planning department and local planning commissions to establish appropriate infrastructure protection measures in landslide-prone areas.	
	- Implement seismic inspection procedures on a regular basis and incorporate improvements to structures, while also updating appropriate mitigation plans.	

Earthquake/Seismic Activity Checklist

Phase of Activity	Action Items	Supplemental Information
	☐ Provide public safety information and educational programs regarding emergency preparedness and response.	
RESPONSE PHASE	☐ Activate the EOP when earthquake and/or seismic incidents pose threats.	
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. The City and/or the County EOC may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Ensure that action is taken to protect personnel and emergency equipment from possible damage by earthquake, remaining cognizant of aftershocks.	
	☐ Develop work assignments for ICS positions (*recurring).*	*ICS Form 203: Organization Assignment List*
	☐ Notify supporting agencies.	
	- Identify local, regional, State, and Federal agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	☐ Determine the type, scope, and extent of the incident (*recurring).* Verify reports and obtain estimates of the area that may be affected. Obtain information regarding status of impacts within the jurisdiction.	*ICS Form 209: Incident Status Summary.*
	- Notify command staff, support agencies, adjacent jurisdictions, ESF leads/coordinators, and liaisons of any situational changes.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	- Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	☐ Confirm or establish communications links among local and County EOCs, other Agency Operations Centers, and the State ECC. Confirm operable phone numbers and verify functionality of alternate communications resources.	
	☐ Ensure that all required notifications have been completed. Consider other local, regional, Tribal, State, and Federal agencies/entities that may be affected by the incident. Notify them of the status.	*Established emergency contact lists maintained at the EOC*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	☐ Implement local plans and procedures for earthquake operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Local, agency, and facility-specific Standard Operating Procedures*
	☐ Conduct and obtain current damage reports and determine the affected area (*recurring).*	

Earthquake/Seismic Activity Checklist

Phase of Activity	Action Items	Supplemental Information
	☐ Determine the need to conduct evacuations and sheltering activities (*recurring)*. Evacuation activities will be coordinated among County ESF 1 – Transportation, ESF 5 – Emergency Management, ESF 6 – Mass Care, Housing, and Human Services, and ESF 15 – Public Information and External Affairs.	
	☐ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	
	☐ Submit a request for emergency/disaster declaration, as applicable.	
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	☐ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	☐ Establish a JIC and designate a lead PIO for the jurisdiction.	
	☐ Formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	- Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and lead PIO prior to dissemination to the public.	
	☐ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	☐ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (*recurring*). At regular intervals, the IC/EOC Manager and staff will assemble a situation report.	
	☐ Develop and update the IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (*recurring*).	
	☐ Coordinate with private sector partners, as needed.	
	☐ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	

Earthquake/Seismic Activity Checklist

Phase of Activity	Action Items	Supplemental Information
RECOVERY/ DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	☐ Once the threat to public safety is eliminated, conduct and/or coordinate cleanup and recovery operations.	
	☐ Activate, if necessary, the appropriate recovery strategies and COOP/COG plans.	
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize EOCs, Agency Operations Centers, and command posts.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

2 IA 2 – Severe Weather (including Landslides)

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Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Continue to maintain and revise, as needed, applicable response plans pertaining to severe weather and landslides, including the City EOP and supporting procedures/plans.	
	☐ Monitor weather and flood reports.	
	☐ Pre-designate evacuation routes and alternate routes for areas vulnerable to landslides or other hazards relating to severe weather.	
	☐ Conduct pre-incident planning for sheltering and evacuation related to severe weather and landslides.	
	▪ Prepare map(s) and scripts for use by local television station(s) during emergency broadcasts. Include release instructions.	
	▪ Prepare radio messages for use by local radio stations during emergency broadcasts. Include release instructions.	
	☐ Have personnel participate in necessary training and exercises, as determined by City Emergency Management in coordination with lead agencies and coordinators.	
	☐ Participate in City and County severe weather and landslide preparedness activities, seeking understanding of interactions with participating agencies in a severe weather scenario.	
	☐ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	☐ Ensure that landslide and flood response equipment and personnel inventories are current for the City. Test and maintain response and communications equipment. Keep a stock of necessary response supplies.	
	☐ Inform City and County Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	☐ Work with the County planning department to establish appropriate infrastructure protection measures in landslide/flood-prone areas.	
	☐ Provide public safety information and educational programs regarding emergency preparedness and response.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
RESPONSE PHASE	☐ Activate the City EOP when severe weather and/or landslides incidents pose threats to the City.	
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. City and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	*FA 1 of the City EOP*
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Ensure that action is taken to protect personnel and emergency equipment from possible damage by severe weather, landslides, or floodwaters.	
	☐ Develop work assignments for ICS positions (recurring).	*ICS Form 203: Organization Assignment List*
	☐ Notify supporting agencies as well as the Mayor and City Council.	
	▪ Identify local, County, and regional agencies/entities that may be able to mobilize resources to support local response efforts and EOC staffing.	
	☐ Determine the type, scope, and extent of the incident (recurring). Verify reports and obtain estimates of the area that may be affected. Obtain status of impacts within the City.	*ICS Form 209: Incident Status Summary*
	▪ Notify command staff, support agencies, adjacent jurisdictions, agency leads/coordinators, and liaisons of any situational changes.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*Incident Action Plan*
	☐ Confirm or establish communications links among local and County EOCs and other Agency Operations Centers. Confirm operable phone numbers and verify the functionality of alternate communications resources.	*FA 1 of the City EOP*

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Ensure that all required notifications have been completed. Consider other local, County, and regional agencies/entities that may be affected by the incident. Notify them of the status.	*Established emergency contact lists maintained at the EOC*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if the scope of the incident so dictates.	
	☐ Implement local plans and procedures for severe weather, landslide, and/or flood operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*Local, agency, and facility-specific SOPs*
	☐ Obtain current and forecasted weather to project potential damage and determine the affected area (recurring).	
	☐ Determine the need to conduct evacuations and sheltering activities (recurring).	*FA1 of the City EOP*
	☐ Determine the need for additional resources and request them as necessary through appropriate channels (recurring).	*FA 1 of the City EOP*
	☐ Submit a request for an emergency/disaster declaration, as applicable.	*Section 1 of the City EOP*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	☐ Develop plans and procedures for registering mutual aid and other first responders as they arrive on the scene and receive deployment orders.	
	☐ Establish a JIC and designate a lead PIO for the City.	*FA 1 of the City EOP*
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (recurring).	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Public information will be reviewed by the IC (or designee). Information will be approved for release by the IC and Lead PIO before dissemination to the public.	*FA 1 of the City EOP*
	☐ Record all EOC and individual personnel activities (recurring). All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	☐ Record all incoming and outgoing messages (recurring). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	☐ Develop situation reports (recurring). At regular intervals, the EOC Director and staff will assemble a situation report.	
	☐ Develop and update the IAP (recurring). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (recurring).	
	☐ Coordinate with private sector partners as needed.	
	☐ Ensure that all reports of injuries, deaths, and major equipment damage accrued during response activities are communicated to the IC and/or the Safety Officer.	
RECOVERY/DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	☐ Once the threat to public safety is eliminated, conduct cleanup and recovery operations.	
	☐ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	*FA 1 of the City EOP*
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	

Severe Weather Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Deactivate/demobilize the EOCs, Agency Operations Centers, and command posts.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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3 IA 3 – Hazardous Materials (Accidental Release)

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Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Have personnel participate in necessary training and exercises, as determined by City Emergency Management, the Fire Protection District, and the County ESF 10 Lead.	
	☐ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in HazMat scenarios.	
	☐ Ensure that emergency contacts lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC.	
	☐ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
RESPONSE PHASE	☐ In most incidents, the local fire district will initially respond, assume initial IC responsibilities, and request activation/deployment of the HazMat Team.	*FA 1 of the City EOP*
	☐ Determine the type, scope, and extent of the HazMat incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209: Incident Status Summary*
	▪ Notify 911 dispatch, support agencies, adjacent jurisdictions, ESF coordinators, and liaisons of the situation.	
	▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including monitoring first responders in accordance with all applicable guidance.	
	☐ Provide support for implementation of applicable Geographic Response Plans established by the Oregon Department of Environmental Quality to guide activities throughout the duration of the incident.	*Northwest Area Contingency Plan (NWACP)*
	☐ Ensure that proper containment methods have been implemented by the first responders until HazMat response teams arrive.	
	☐ Establish access control to the incident site through local law enforcement agencies.	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ If the situation warrants, request activation of the City or County EOCs via the IC through the City Manager.	*FA 1 of the City EOP*
	☐ Activate the City EOC, coordinate response activities among Agency Operations Centers and Incident Command Posts, and establish IC or UC as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions may be necessary.	*FA 1 of the City EOP*
	☐ If applicable, establish immediate gross decontamination capability for victims.	
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (*recurring)*.	
	☐ Notify HazMat supporting agencies.	*FA 1 of the City EOP*
	▪ Identify local, regional, and/or State agencies that may be able to mobilize resources to the City EOC for support.	
	☐ Contact OERS at 1-800-452-0311 for technical assistance and support in requesting the regional HazMat Team. *Note: The primary regional HazMat response team is located in Salem.*	*OERS is available 24 hours a day.*
	☐ Assign liaisons to the City EOC representing government agencies, private entities (e.g., railroad companies, chemical manufacturers, etc.), and other stakeholders.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	☐ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and the State ECC. Confirm operable phone numbers and backup communication links.	*FA 1 of the City EOP*
	☐ Ensure that all required notifications have been completed. Consider other local, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*FA 1 of the City EOP; Established emergency contact lists maintained at the City EOC*

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	▪ For incidents occurring on State highways, ensure that ODOT has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), the Oregon Department of Agriculture, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	☐ A lead PIO will be designated by the City Manager. The PIO will issue information individually or through the JIC, if established, in coordination with appropriate local, regional, and State agencies.	*FA 1 of the City EOP*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure, as dictated by incident.	
	☐ Implement local plans and procedures for HazMat operations. Implement agency-specific protocols and SOPs. Ensure that copies of all documents are available to response personnel.	*FA 1 of the City EOP*
	▪ For responses requiring assistance from the Oregon DEQ Regional Response Team, refer to the Geographic Response Plan applicable to the incident site and support procedures according to the Northwest Area Contingency Plan.	
	☐ Obtain current and forecasted weather to project potential spread of the plume (*recurring)*.	*FA 1 of the City EOP*
	☐ Based upon the incident's size, type of chemical/substance, and weather projections, establish a safe zone and determine a location for an on-site staging and decontamination. Re-evaluate as the situation changes.	
	☐ Determine the need for implementing evacuation and sheltering activities (*recurring)*.	*FA 1 of the City EOP*
	☐ Establish a victim decontamination and treatment area(s).	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Determine the need for additional resources and request them as necessary through appropriate channels (*recurring)*.	*FA 1 of the City EOP*
	☐ Submit a request for emergency/disaster declaration, as applicable.	*Section 1.4.2 of the City EOP*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms, FA 1 of the City EOP*
	☐ Develop plans and procedures for registering regional HazMat teams as they arrive on the scene and receive deployment orders.	
	☐ Establish the JIC, as needed.	*FA 1 of the City EOP*
	☐ Formulate emergency public information messages and media responses using "one message, many voices" concepts *(recurring)*.	*FA 1 of the City EOP*
	▪ Public information will be reviewed and approved for release by the IC and the lead PIO before dissemination to the public and/or media partners.	
	☐ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	☐ Record all incoming and outgoing messages (*recurring*). All messages and names of those sending and receiving them should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (*recurring*). At regular intervals the IC/EOC Director and staff will assemble a Situation Report.	

Hazardous Materials Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (*recurring*).	
	☐ Coordinate with private sector partners, as needed.	
	☐ Ensure that all reports of injuries, deaths, and major equipment damage due to HazMat incidents are communicated to the IC and/or Safety Officer.	
	☐ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City EOC, the responsible party (if known), and the Oregon Department of Environmental Quality.	
RECOVERY/ DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations, in accordance with current demobilization plans.	*FA 1 of the City EOP*
	☐ Consider long-term environmental decontamination and remediation needs and coordinate tasks with the appropriate State agencies and/or private sector partners.	
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize the City EOC.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

Appendix A Hazardous Materials Sites

The following locations use, store, or produce hazardous materials:

- Fuel Storage
  - Space Age
  - Fred Meyer
  - Chevron
  - Leathers Oil Co.
  - Mt. Hood Arco (East and West)
  - Pacific Pride Fuel
  - Sandy Market and Shell
  - Amerigas
  - Sandy BP 76 Station
  - Shorty's*
  - Quality Tank
- Advanced Auto Parts
- Ace Heritage Hardware
- Advanced Plastics, Inc
- Bill's Automotive
- Hearth Classics
- Jiffy Lube
- Les Schwab Tire Center
- Champion Collision
- NAPA Auto Parts
- Performance Auto Body*
- Iseli Nursery*
- Sandy Auto Body
- O'Reilly Auto Parts

- Mt. Hood Cleaners and Laundry
- Sandy Funeral Home
- Sandy Stone and Brick
- Ever Fresh Fruit*
- The Maiden Foundry
- Sandy Farms*
- Sandy Fish Hatchery – Oregon Fish and Wildlife*
- Waste Management*
- Suburban Ford
- Suburban Chevrolet
- Student Transportation of America (STA)
- Web Steel
- US Metal
- Sandy ODOT*

** Assets outside of Sandy city limits but within the fire district. Emergency first responders attend to calls in these areas outside city limits.*

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4 IA 4 – Flood (Including Dam Failure)

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Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Arrange for personnel to participate in necessary training and develop exercises relative to flood events.	
	☐ Coordinate the City's preparedness activities, seeking understanding of interactions with participating agencies in flooding scenarios.	
	☐ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	☐ Contact supporting emergency response agencies to review and determine whether major developments have arisen that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	☐ Annually review and update the EOP and SOPs, as needed.	*City EOP, Annexes, and agency-specific SOPs*
	☐ Review flood prone areas.	
	☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	☐ Ensure that supplies, such as communications devices and sandbags, are prepared and ready for use. This includes primary and alternate communications and warning systems.	*FA 1 of the City EOP*
	☐ Identify and review local contractor lists to see who may provide support specific to flood response.	
	☐ Review, revise, and, where necessary, establish mutual aid agreements with other City agencies and private contractors relative to multiple agency response to floods.	
RESPONSE PHASE	☐ The City Manager will provide overall guidance for the deployment of resources.	
	☐ Activate mutual aid agreements.	
	☐ Activate the City EOC and implement appropriate staffing plans. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities.	*City Basic Plan, agency and company-specific plans*
	☐ Estimate emergency staffing levels and request personnel support, including specialized staff such as engineers, building inspectors, heavy equipment operators, and/or environmental remediation contractors.	

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*SOPs and command structure for City EOC, Incident Action Plan*
	☐ Submit requests for disaster/emergency declaration, as applicable.	*City Basic Plan*
	☐ Coordinate the evacuation of the affected area, if necessary. Assign appropriate agency liaisons to the City EOC, as the situation requires.	*FA 1 of the City EOP*
	☐ Support Search and Rescue operations by coordinating resource requests outside of the jurisdiction.	*FA 1 of the City EOP*
	☐ Request the American Red Cross to activate sheltering plans and open/staff shelters, if needed.	*American Red Cross Shelter Plans*
	☐ Establish a JIC. ☐ Formulate emergency public information messages and media responses using "one message, many voices" concepts.	*FA 1 of the City EOP*
	☐ Record all EOC activities, completion of personnel tasks, incoming and outgoing messages, and the names of those sending and receiving them. These should be documented in EOC logbooks.	*Existing ICS and EOC forms, ICS Form 214 – Unit Log*
	☐ Begin damage assessments in coordination with the Public Works Department and County/local government.	*FA 3 of the City EOP*
	☐ Assist with in coordinating Public Works activities, such as debris removal from: ▪ Storm drains ▪ Bridge viaducts ▪ Main arterial routes ▪ Public rights-of-way ▪ Dams (via established liaisons at the City EOC) ▪ Other structures, as needed	*FA 3 of the City EOP*
	☐ Contact local contractors for support, if necessary. Establish contact with private sector partners and/or dam operators (if the flood is associated with dam failure or malfunction).	*Existing contact lists at EOC*
	☐ Coordinate with City Police Departments, County Sheriff's Office, and other local police departments to provide law enforcement to affected areas (curfew enforcement, road closures, security, etc.).	*FA 1 of the City EOP*

Flood Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Collect and chronologically file records and bills generated during the incident in order to ensure timely submittal of documents for reimbursement.	
RECOVERY PHASE	☐ Monitor secondary hazards associated with floods (landslides, contamination, damage to bridges/roads, impacts to utility lines/facilities) and maintain on-call personnel to support potential response to these types of hazards.	
	☐ Deactivate/demobilize the City EOC. Deactivate mutual aid resources as soon as possible.	*FA 1 of the City EOP, ICS Form 221 – Demobilization Plan*
	☐ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored.	*FA 1 of the City EOP and agency-specific recovery plans*
	☐ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	☐ Offer recommendations to City government and Public Works departments for changes in planning, zoning, and building code ordinances.	
	☐ Participate in After Action Reports and critiques. Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov).	

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5 IA 5 – Major Fire

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Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Management and Fire District.	
	☐ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major fire scenario.	
	☐ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	☐ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g, personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	☐ Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator and management support positions will be included.	*Section 5 of the City EOP, agency and company-specific plans*
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203-Organization Assignment List*
	☐ Notify supporting fire services agencies.	*FA 1 of the City EOP*
	☐ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	☐ Determine the scope and extent of the fire (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*ICS Form 209-Incident Status Summary*
	☐ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	☐ Dedicate time during each shift to prepare for shift change briefings.	*Incident Action Plan*
	☐ Confirm or establish communications links among City EOC, County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	*FA 1 of the City EOP*

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*FA 1 of the City EOP; Established emergency contact lists at the City EOC*
	☐ Fire Chief assumes duties to direct resources for fires within the City. In the event of multiple fire agencies responding to the incident, the Fire Defense Board Chief, acting as the Fire Services Coordinator, will be integrated into the Operations Section of the County EOC.	*FA 1 of the City EOP*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a UC structure if scope of response increases.	
	☐ Implement local plans and procedures for fire operations.	*Agency-specific SOPs*
	☐ Obtain current and forecasted weather to project potential spread of the fire (*recurring)*.	
	☐ Determine the need to conduct evacuations and sheltering activities (*recurring)*.	*FA 1 of the City EOP*
	☐ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	*FA 1 of the City EOP*
	☐ Submit request for a local or countywide disaster/emergency declaration, as applicable.	*Section 1.4.2 of City EOP*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms; FA 1 of the City EOP*
	☐ Develop plans and procedures for registration of task fire forces/strike teams as they arrive on scene and receive deployment orders.	
	☐ Establish a JIC.	*FA 1 of the City EOP*
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (*recurring)*.	

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Public information focusing on fire prevention, control, and suppression will be reviewed by the Fire Chief (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	*FA 1 of the City EOP*
	☐ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	☐ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	☐ Produce situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a Situation Report.	
	☐ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (*recurring*).	
	☐ Coordinate with the private sector partners as needed.	
RECOVERY/ DEMOBILIZATION	☐ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	
	☐ Release mutual aid resources as soon as possible.	
	☐ Activate and implement applicable mitigation plans, community recovery procedures, and COOP/COG plans until normal daily operations can be completely restored.	*FA 1 of the City EOP; Agency recovery plans*
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize the City EOC.	*FA 1 of the City EOP*

Major Fire Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

6 IA 6 – Transportation Accidents

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IA 6. Transportation Accidents

Two major types of transportation accidents are considered in this incident annex: air and rail. Motor vehicle accidents that occur on roadways within the City would not normally constitute a major emergency under the Emergency Operations Plan unless hazardous materials or mass casualties/fatalities complicate the incident. Those contingencies are covered in other annexes.

The Fire District and Police Department will assume initial command if the transportation accident involves a fire and/or casualties and to secure the incident site. The Federal Aviation Administration (FAA) has the authority and responsibility to investigate all accidents involving aircraft. The National Transportation Safety Board (NTSB) has the authority and responsibility to investigate accidents involving all aircraft and selected rail accidents. It is NTSB policy to be on the scene of a major accident as soon as possible. In minor aircraft accidents, the FAA may respond to the scene instead of the NTSB. The Department of Defense has the authority to investigate any accident involving military aircraft.

Transportation Accidents

Phase of Activity	Action Items	Supplemental Information
PRE-INCIDENT PHASE	☐ Arrange for personnel to participate in necessary training and exercises, as determined by City Emergency Manager.	
	☐ Participate in City preparedness activities, seeking understanding of interactions with participating agencies in a major transportation incident scenario.	
	☐ Ensure that emergency contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	☐ Inform City Emergency Manager of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of equipment, etc.).	
	☐ Arrange for personnel to participate in necessary training and exercises, as determined by the City Emergency Manager and Fire District.	
	☐ Assess the City's transportation infrastructure (e.g. roads, bridges, and traffic control devices) and implement an emergency transportation route plan.	
	☐ Develop alternate routes based on assessment of hazard threats to transportation infrastructure and based on input from the County EOC, ODOT, and other road owners.	
RESPONSE PHASE	☐ Notification of the occurrence of a transportation incident will come through the CCOM or observance by field personnel.	
	☐ Conduct a scene assessment to determine the appropriate level of emergency medical, transportation, and HazMat response. Based on the location of the accident, mass casualty and/or evacuation procedures may be required.	*ICS Form 209: Incident Status Summary*
	☐ Determine the type, scope, and extent of the HazMat incident (*recurring*). Verify reports and obtain estimates of the area that may be affected.	*IA 4. Hazardous Material Incident Annex*

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Develop alternate routes based on assessment of damages to City transportation infrastructure and on input from the City EOC, ODOT, and other road owners. Estimate emergency staffing levels and request personnel support.	
	☐ City personnel should not attempt to remove accident-related debris from the accident area except as necessary to facilitate fire suppression, rescue, and emergency medical care.	
	☐ The Police Department has the authority to secure the crash site to maintain the integrity of the accident site (after fire suppression and victim rescue operations are complete).	
	☐ Contact the NTSB prior to removing deceased victims or moving aircraft wreckage. Call: NTSB Safety Office 425-227-2000 (24 hours)	
	☐ For railroad accidents, the IC should contact the railroad company's emergency response center, as well as the NTSB prior to removing any victims or wreckage.	
	☐ Coordinate the collection, storage, and disposition of all human remains and their personal effects from the crash site.	
	☐ Activate the City EOC and establish Incident or Unified Command, as appropriate. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	
	☐ If appropriate, the IC (or designee) will activate the EAS by contacting the National Weather Service (453-4561/2081) to initiate a public broadcast message. Radio and television stations will copy the message and interrupt regular programming for the emergency broadcast.	
	☐ Develop work assignments for ICS positions (*recurring*).	*ICS Form 203: Organization Assignment List*
	☐ Identify local, regional, and/or State agencies that may be able to mobilize resources and staff to the City EOC for support.	
	☐ Notify supporting emergency response agencies, ODOT, NTSB, and FAA if the accident involves an aircraft.	
	☐ Notify command staff, support agencies, adjacent jurisdictions, coordinators, and/or liaisons of any situational changes.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Confirm or establish communications links among the City EOC, the County EOC, and other Agency Operations Centers, as applicable. Confirm operable phone numbers and verify functionality of alternative communication equipment/channels.	
	☐ Ensure that all required notifications have been completed. Consider other local, County, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	
	▪ For incidents occurring on State highways, ensure that ODOT has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed or impacted, notify local extension services (Oregon State University), Oregon Department of Agriculture, and the State Veterinarian.	*ESF 11 Annex of the County EOP*
	☐ Appoint a PIO to formulate emergency public information messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	☐ Public information focusing on transit access points, control, and traffic control will be reviewed by the Chief of Police (or designee). Information will be approved for release by the IC and Lead PIO prior to dissemination to the public.	
	☐ If necessary, establish a JIC staffed by PIOs from various agencies.	*FA 1 of the City EOP*
	☐ Allow the airline or agency affected by the accident to confirm casualties and to notify the next of kin via prescribed methodology.	
	☐ Advise the County EOC and ODOT of road restrictions and resource/support needs.	
	☐ Coordinate provision of up-to-date information to friends and family of victims. Consideration should be given to keeping all such people in a central location, protected from the press, and where information can be provided as it becomes available.	
	☐ Support the removal of debris in coordination with, or under the direction of, investigative agencies such as the TSA, NTSB, and FBI.	
	☐ Submit a request for emergency/disaster declaration, as applicable.	*Chapter 1 of the City EOP*

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ If necessary, determine the need to conduct evacuations and sheltering activities.	
	☐ Coordinate with the American Red Cross to provide Shelter and Family Referral Services through the EOC.	
	☐ Determine the need for additional resources and request them as necessary through appropriate channels.	
	☐ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (*recurring*).	
	☐ Record all EOC and individual personnel activities (*recurring)*. All assignments, person(s) responsible, and actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*
	☐ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	☐ Produce situation reports (*recurring*). At regular periodic intervals, the EOC Director and staff will assemble a Situation Report.	*ICS Form 209: Incident Status Summary*
RECOVERY/ DEMOBILIZATION PHASE	☐ Ensure that all reports of injuries, deaths, and major equipment damage due to fire response are communicated to the IC and/or Safety Officer.	
	☐ Coordinate with the American Red Cross to assist families affected by the transportation incident	
	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization plans.	*ICS Form 221 - Demobilization Plan*
	☐ Release mutual aid resources as soon as possible.	
	☐ If necessary, provide critical incident stress management to first responders.	
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize the City EOC.	
	☐ Implement revisions to the City EOP and supporting documents based on lessons learned and best practices adopted during response.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	

Transportation Accidents		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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7 IA 7 – Terrorism

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Background Information

This annex can be applied to incidents involving Weapons of Mass Destruction (WMD) and Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) materials.

Law enforcement agencies will normally take the lead role in crisis management. The City Police Department has the lead role in terrorism crisis management within the City and the County Sheriff's Office elsewhere in the County. The lead agencies for the State and Federal government are Oregon State Police and the Federal Bureau of Investigations (FBI).

The laws of the United States assign primary authority to State and local governments to respond to the consequences of terrorism; the Federal government aids as required. The City and County Emergency Operations Centers (EOCs) typically will be activated and have the lead role in terrorism consequence management for most types of terrorist incidents, but the County Health Department will be assigned the lead local role in terrorism consequence management for incidents involving biological agents. The Oregon Office of Emergency Management and Federal Emergency Management Agency are the State and Federal consequence management leads.

Definitions for crisis management and consequence management can be found in Appendix G of this EOP.

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Continue to maintain and revise, as needed, the appropriate emergency response plans relating to terrorism response, including the City EOP and annexes.	
	☐ Have personnel participate in necessary training and exercises, as determined by City Emergency Management.	
	☐ Participate in City, County, regional, State, and Federal terrorism preparedness activities, seeking understanding of interactions with participating agencies in a terrorism scenario.	
	☐ Ensure that emergency contact lists are updated and establish a pre-event duty roster allowing for 24/7 operational support for the City EOC. Include appropriate regional, State, and Federal emergency contacts for terrorism response.	*Existing emergency contact lists*
	☐ Ensure that terrorism response equipment and personnel inventories for the City and for the regional teams are updated. This includes response to CBRNE agents. Test and maintain response and communications equipment. Keep a stock of necessary supplies.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
	☐ Provide public safety information and educational programs for terrorism emergency preparedness and response.	
SURVEILLANCE PHASE (BIO ONLY)	☐ Activate Incident/Unified Command upon recommendation from the City Police Department. Unified Command may consist of County, regional, State, and Federal crisis management and consequence management agencies.	
	☐ Mobilize appropriate emergency personnel and first responders. When necessary, send fire, HazMat, law enforcement, public health, and other personnel to the site. Determine responder activities and establish non-contaminated areas prior to mobilizing resources.	
	☐ Evaluate the safety of emergency personnel. Initiate development of site- and agent-specific health and safety plan.	
	☐ Assess the situation/confirm the WMD/CBRNE incident. Gather all available data regarding the status of the incident. Record the information using established forms, log sheets, and templates. Use of standard ICS forms may be necessary.	*ICS Form 209: Incident Status Summary*
	☐ Activate public notification procedures. Contact agency and partner emergency personnel to ensure that they are aware of the incident status and are available and staffed to respond.	
	☐ Control the scene. Alert the public and consider shelter-in-place needs, relocation of people/animals, and special needs. This task should be coordinated with law enforcement.	
	☐ Conduct hazard assessment. In the case of a possible intentional release, begin addressing information needs for criminal investigation. For example, what is the ultimate purpose of the biological release? What is the target? Do further hazards and secondary threats exist? What is the source of release?	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Draft an IAP. Outline response goals and timelines and prepare for longer term (1–7 day) logistics, staffing, and operations.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Maintain communication between field response crews, local/County EOCs, the Regional EOC, and the State ECC, as applicable. Communication should be ongoing throughout the duration of the response and include incident status reports, resource requests, and projected staffing and equipment needs.	
	☐ Gather additional information. Include photographs and video recording.	
	☐ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies if so.	
	☐ Determine if any advisories should be issued to the public.	
RESPONSE PHASE	☐ If an explosive device is found, clear the immediate area and notify appropriate first responders. Be cognizant of any secondary devices that may be on site.	
	▪ Be cognizant of any secondary devices that may be on site.	
	▪ Be cognizant that CBRNE agents may be present.	
	☐ Investigate the crime scene and collect vital evidence.	
	☐ Activate the City EOP.	
	☐ Activate the appropriate EOCs and establish Incident Command. For larger events that cross multiple jurisdictions, establish a Unified Command. During terrorism incidents, local and/or County EOCs may be staffed. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions will most likely be needed.	
	☐ Estimate emergency staffing levels and request personnel support.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203: Organization Assignment List*
	▪ Establish an Incident Command Post near the incident location. The Incident Command Post should be located uphill and upwind of the incident location.	
	☐ Notify supporting agencies (dependent on the type of incident) and the City Council.	*FA 1 of the City EOP*
	▪ Identify local, County, regional, and/or State agencies that may be able to mobilize resources to the EOC for support.	
	☐ Determine the type, scope, and extent of the Terrorism incident (*recurring)*. Verify reports and obtain estimates of the area that may be affected. Also verify the status of critical infrastructure.	*ICS Form 209: Incident Status Summary*
	▪ Notify the regional HazMat team, public health agencies, support agencies, dispatch centers/public safety answering points, adjacent jurisdictions, Federal agencies (including FBI), and ESF leads/coordinators of any situational changes.	
	▪ Verify that the hazard perimeter and hazard zone security have been established.	
	▪ Ensure that a health and safety plan is developed by the designated Safety Officer, including health monitoring of first responders in accordance with all applicable guidance.	
	▪ Assess the type, severity, and size of the incident. If possible, characterize the hazardous material(s) of concern and determine appropriate personal protection equipment requirements.	
	☐ Determine whether the threat level for the affected area should be elevated and inform appropriate agencies.	
	☐ Disseminate appropriate warnings to the public.	*FA 1 of the City EOP*
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	
	▪ Dedicate time during each shift to preparing for shift change briefings.	*e*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Confirm or establish communications links among primary and support agencies, the City EOC, the County EOC, and State ECC. Confirm operable phone numbers and backup communication links.	*FA 1 of the City EOP*
	☐ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*Established emergency contact lists maintained at the EOC*
	▪ Notification to the Oregon State Police and the FBI is required for all terrorism incidents.	
	▪ If an incident occurs on State highways, ensure that ODOT has been notified.	
	▪ Contact appropriate key stakeholders and partners if the incident poses an actual or potential threat to State parks, recreational areas, historical sites, environmentally sensitive areas, tourist routes, or other designated areas.	
	▪ If agricultural areas and livestock are potentially exposed, contact local Extension Services (Oregon State University), County Health Department, ODA, and the State Veterinarian, as applicable to situation.	*ESF 11 Annex to the County EOP*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure as dictated by the incident.	
	☐ Implement local plans and procedures for terrorism operations. Ensure that copies of all documents are available to response personnel. Implement agency-specific protocols and SOPs.	*County Terrorism Response Plan*
	☐ Obtain current and forecasted weather to project potential HazMat vapor plumes (*recurring)*. ▪ Note: Vapor plume modeling support may be obtained through regional HazMat teams and/or through State, and/or Federal environmental protection agencies.	*FA 1 of the City EOP*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Determine the need to implement evacuations and sheltering activities (*recurring)*. A determination of the use of shelter-in-place for surrounding residences and public facilities should be made. ▪ Note: Refer to the U.S. Department of Transportation Emergency Response Guidebookfor determining the appropriate evacuation distance from the source.	*FA 1 of the City EOP*
	☐ Determine the need for and activate emergency medical services (*recurring).*	*FA 1 of the City EOP*
	☐ Determine the need for additional resources and request as necessary through appropriate channels (*recurring)*.	*FA 1 of the City EOP*
	☐ Submit a request for emergency/disaster declaration, as applicable.	*Section 1.4.2 of the City EOP*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*ICS Resource Tracking Forms*
	☐ Develop plans and procedures for registering regional HazMat or health and medical teams as they arrive on the scene and receive deployment orders.	
	☐ Establish a JIC.	*FA 1 of the City EOP*
	☐ Formulate emergency public information messages and media responses utilizing “one message, many voices” concepts (*recurring)*.	
	▪ Public information will be reviewed and approved for release by the IC and lead PIO before dissemination to the public and/or media partners.	*FA 1 of the City EOP*
	☐ Record all EOC activity and completion of individual personnel tasks (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*EOC Planning Section job action guide, ICS Form 214 – Unit Log*

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending and receiving them, should be documented as part of the EOC log.	
	☐ Develop and deliver situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a situation report.	
	☐ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement objectives and tasks outlined in the IAP (*recurring*).	
	☐ Coordinate with private sector partners, as needed.	
	☐ Ensure that all reports of injuries, deaths, and major equipment damage due to the terrorist incident are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	☐ Ensure an orderly demobilization of emergency operations in accordance with current demobilization and community recovery plans.	*FA 1 of the City EOP*
	☐ As applicable, clean-up activities will most likely be conducted by private contractors and coordinated among the City, the responsible party (if known), and the Oregon Department of Environmental Quality. Support from the Environmental Protection Agency may be necessary.	
	☐ Activate, if necessary, the appropriate recovery strategies, continuity of operations plans, and/or continuity of government plans.	
	☐ Release mutual aid resources as soon as possible.	
	☐ Conduct a post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Deactivate/demobilize the EOC.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Revise any applicable emergency response plans based on the success stories and/or lessons learned during the response.	

Terrorism Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

8 IA 8 – Volcano/Volcanic Activity

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Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
PRE-INCIDENT PHASE	☐ Arrange for personnel to participate in necessary training and develop exercises relative to volcanic events.	
	☐ Provide information and training on volcano-hazard response to emergency workers and the public. ▪ Implement a public outreach program on volcano hazards. ▪ Review public education and awareness requirements.	*FA 1 of the City EOP*
	☐ Participate in City and County preparedness activities, seeking understanding of interactions with participating agencies in a volcano scenario.	
	☐ Ensure that contact lists are current and establish a pre-event duty roster allowing for 24/7 operational support to the City EOC.	
	☐ Familiarize staff with requirements for requesting State and Federal Disaster Assistance.	*Stafford Act, FEMA guidance, and Oregon EMP*
	☐ Inform City Emergency Management of any major developments that could adversely affect response operations (e.g., personnel shortages, loss of firefighting equipment, etc.).	
RESPONSE PHASE	☐ Activate the City EOC and establish Incident or Unified Command, as appropriate. Contact appropriate private partners to assign liaisons to the EOC for coordination of specific response activities. Staffing levels vary with the complexity and needs of the response. At a minimum, the IC, all Section Chiefs, the Resource Coordinator, and management support positions should be included.	*FA 1 of the City EOP, agency and company-specific plans*
	☐ Activate and implement the City EOP.	
	☐ Notify supporting agencies. ▪ Identify local, regional, and State agencies that may be able to mobilize resources and staff to the City EOC for support	
	☐ Provide local warnings and information and activate appropriate warning/alert systems.	*FA 1 of the City EOP*
	☐ Support a Regional Coordination Center, if necessary.	
	☐ Establish a JIC. ▪ Provide a PIO for the JIC. ▪ Formulate emergency public information	*FA 1 of the City EOP*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	messages and media responses utilizing "one message, many voices" concepts (*recurring)*.	
	☐ Initiate and coordinate local emergency declarations or requests for assistance from mutual aid partners, County, State, and/or Federal resources. If applicable, submit request for local disaster/emergency declaration following established County procedures.	
	☐ Estimate emergency staffing levels and request personnel support.	
	☐ Develop work assignments for ICS positions (*recurring)*.	*ICS Form 203-Organization Assignment List*
	☐ Develop and initiate shift rotation plans, including briefing of replacements during shift changes.	*ICS Form 209-Incident Status Summary*
	▪ Dedicate time during each shift to prepare for shift change briefings.	
	☐ Confirm or establish communications links among primary and support agencies, the City EOC, County EOC, and State ECC; confirm operable phone numbers and backup communication links.	
	☐ Ensure that all required notifications have been completed. Consider other local, regional, State, and Federal agencies that may be affected by the incident. Notify them of the status.	*Incident Action Plan*
	☐ Manage and coordinate interagency functions. Providing multi-agency coordination is the primary goal. Assimilate into a Unified Command structure if scope of response increases.	*Established emergency contact lists maintained at the City EOC*
	☐ Obtain current and forecasted weather to project potential spread of ash, fires, and/or gases (*recurring)*.	
	☐ Determine need to conduct evacuations and sheltering activities (*recurring)*. Request that the American Red Cross activate and implement local sheltering plans.	*FA 2 Annex of the City EOP and American Red Cross Shelter Plans*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Coordinate evacuation of affected areas, if necessary. Assign appropriate ESF liaisons to the City and/or County EOCs, as the situation requires. The following emergency functions may provide lead roles during various phases of evacuation: ▪ ESF 1 – Transportation ▪ ESF 2 – Emergency Telecommunications and Warning ▪ ESF 13 – Public Safety and Security ▪ ESF 15 – Emergency Public Information	*FA 1 of the City EOP*
	☐ Determine the need for additional resources and request as necessary through the City EOC (*recurring)*.	*FA 1 of the City EOP*
	☐ Activate mutual aid agreements. Activation includes placing backup teams on standby and alerting resource suppliers of both potential and current needs.	
	☐ Coordinate resource access, deployment, and storage in the operational area. Resources to coordinate include equipment, personnel, facilities, supplies, procedures, and communications. Track resources as they are dispatched and/or used.	*FA 1 of the City EOP*
	☐ Develop plans and procedures for registration of task forces/strike teams as they arrive on scene and receive deployment orders.	
	☐ Record all EOC activity and completion of individual personnel tasks (*recurring)*. All assignments, person(s) responsible, and significant actions taken should be documented in logbooks.	*ICS Resource Tracking forms and EOC forms*
	☐ Record all incoming and outgoing messages (*recurring*). All messages, and the names of those sending /receiving, them should be documented as part of the EOC log.	*Existing EOC forms/templates*
	☐ Produce situation reports (*recurring*). At regular intervals, the EOC Director and staff will assemble a situation report.	*EOC Planning Section job action guide*

Volcano/Volcanic Activity Incident Checklist		
Phase of Activity	**Action Items**	**Supplemental Information**
	☐ Develop an IAP (*recurring*). This document is developed by the Planning Section and approved by the IC. The IAP should be discussed at regular periodic intervals and modified as the situation changes.	*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 206 – Medical Plan, Safety Message, Incident Map*
	☐ Implement elements of the IAP (*recurring*).	
	☐ Coordinate with private sector partners as needed.	*ICS Form 202 – Incident Objectives*
	☐ Ensure that all reports of injuries, deaths, and major equipment damage due to volcano/earthquake response are communicated to the IC and/or Safety Officer.	
RECOVERY/ DEMOBILIZATION PHASE	☐ Activate and implement applicable mitigation plans, community recovery procedures, and continuity of operations/government plans until normal daily operations can be completely restored. Deactivate/demobilize the City EOC.	*FA 1 of the City EOP and agency-specific recovery*
	☐ Release mutual aid resources as soon as possible.	
	☐ Monitor secondary hazards associated with volcano eruption and/or significant activity (e.g. landslides, fires, contamination, damage to infrastructure, impacts to utility lines/facilities, and air quality issues) and maintain on-call personnel to support potential response to these types of hazards.	
	☐ Conduct post-event debriefing to identify success stories, opportunities for improvement, and development of the After Action Report/Improvement Plan.	
	☐ Correct any response deficiencies reflected in the Improvement Plan.	
	☐ Submit valuable success stories and/or lessons learned to the Lessons Learned Information Sharing website (www.llis.gov)	

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SA A – Emergency Operations Plan Summary

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Table of Contents

1 Introduction..... SA A-1
1.1 City of Sandy Disaster Declaration Process..... SA A-1
1.2 Lines of Succession .....SA A-1
1.3 Request, Allocation, and Distribution of Resources .....SA A-2
1.4 Financial Management ..... SA A-2
1.5 Safety of Employees and Family.....SA A-3

2 Roles and Responsibilities..... SA A-3
2.1 Responsibilities of All Departments.....SA A-3
2.2 Responsibilities by Function.....SA A-4
2.2.1 Alert and Warning.....SA A-4
2.2.2 Public Works and Engineering.....SA A-4
2.2.3 Firefighting.....SA A-5
2.2.4 Emergency Management .....SA A-5
2.2.5 Mass Care, Emergency Assistance, Housing, and Human Services .....SA A-6
2.2.6 Search and Rescue .....SA A-6
2.2.7 Oil and Hazardous Materials Response ..... SA A-7
2.2.8 External Affairs .....SA A-8
2.2.9 Evacuation and Population Protection .....SA A-8
2.2.10 Damage Assessment ..... SA A-9
2.2.11 Legal Services ..... SA A-9
2.3 Response Matrix .....SA A-10

3 Concept of Operations..... SA A-15
3.1 Incident Levels .....SA A-15
3.1.1 Level 3.....SA A-15
3.1.2 Level 2.....SA A-15
3.1.3 Level 1.....SA A-15
3.2 Incident Management.....SA A-15
3.2.1 Activation .....SA A-15
3.2.2 Initial Actions .....SA A-16

4 Command and Control..... SA A-17
4.1 Emergency Operations Center Activation .....SA A-17
4.2 Emergency Operations Center Location .....SA A-17
4.3 Incident Command System .....SA A-19
4.3.1 Emergency Operations Center Command Staff .....SA A-19

4.3.2 Emergency Operations Center General Staff.....SA A-21

5 Appendices ..... SA A-23
Appendix A – Sample Declaration of State of Emergency.....SA A-25
Appendix B – Mutual Aid Agreements .....SA A-27

1 Introduction

An Emergency Operations Plan (EOP) establishes guidance for the City of Sandy (City)'s actions during response to, and short-term recovery from, major emergencies or disasters. This EOP summary is designed to provide a summary of key points the City of Sandy feels are important for training purposes. For additional information regarding how the City will organize and respond to emergencies and disasters in the community, see the EOP Basic Plan and supporting annexes.

1.1 City of Sandy Disaster Declaration Process

The Mayor (or designee), as authorized by the City Code, may declare that a state of emergency exists. This declaration remains in effect until the Mayor or other authorized person terminates the state of emergency when the emergency, or threat of emergency, no longer exists.

Oregon Emergency Management has set forth the following criteria necessary in declaring a local emergency:

- Describe the circumstances impacting an identified area.
- Identify the problems for which assistance is needed.
- Clearly state what has been done locally to respond to the impact and needs.

See Appendix A for Sample Declaration of State of Emergency.

1.2 Lines of Succession

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

Table 1-8 City Lines of Succession

Emergency Operations	Emergency Policy and Governance
City Manager/Asst. City Manager	Mayor
Police Chief	Council President
Public Works Director	City Councilors (order of succession)

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management's absence. Lines of succession for each department can be found in the City's Continuity of Operations (COOP) plan. All employees should be trained on the protocols and contingency plans required to maintain leadership within the department. The City Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department heads within the City

are responsible for developing and implementing COOP/Continuity of Government (COG) plans to ensure continued delivery of vital services during an emergency.

1.3 Request, Allocation, and Distribution of Resources

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

The City Emergency Manager (or designee) 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. Once mutual aid options have been exhausted, assistance requests are to be made through County Emergency Management via the County Emergency Operations Center. County Emergency Management processes subsequent assistance requests to the State.

In the case of fires that threaten life and structures, the Conflagration Act (ORS 476.510) can be invoked by the Governor through the Office of State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Sandy Fire District Fire Chief assesses the status of the incident(s) and, after determining that all criteria have been met for invoking the Conflagration Act, notifies the State Fire Marshal via Oregon Emergency Response System (OERS). The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

See Appendix B for summary of Mutual Aid Agreements.

1.4 Financial Management

During an emergency, the City is likely to find it necessary to redirect City funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council. 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, will declare a State of Emergency, and will request assistance through the County as necessary.

Expenditure reports are submitted to the Finance Department and managed through the Finance Director to identify budgetary shortfalls. The Finance Department 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 Federal Emergency Management Agency (FEMA) Public Assistance reimbursement requests.

1.5 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 911 should only be utilized if emergency assistance is needed. Agencies and departments with developed COOP plans will establish alternate facilities and staff locations, as applicable. Notification procedures for employee duty assignments will follow the required procedures established by each agency and department.

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the 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.

Safety precautions and personal protective equipment decisions will be specific to the type of incident occurring 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 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 Emergency Support Function (ESF) 8 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 encouraged 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 will be further developed through ongoing COOP and COG planning.

2 Roles and Responsibilities

For more information on Roles and Responsibilities, refer to Chapter 3 of the EOP Basic Plan.

2.1 Responsibilities of All Departments

It is the responsibility of all departments to identify critical functions and develop procedures for maintaining and/or reestablishing services provided to the public and other City departments.

2.2 Responsibilities by Function

2.2.1 Alert and Warning

City Police Department, Sandy Fire District, City Administration, Oregon Trail School District and Clackamas County Communications (CCOM)

Once an emergency has occurred, the following tasks are necessary to ensure that the proper agencies are notified, helping to facilitate a quick and coordinated response:

- Disseminating emergency public information, as requested.
- Receiving, verifying, and disseminating warning information to the public and key County and City officials.
- Preparing and maintaining supporting Standard Operating Procedures (SOPs) and annexes.

See Functional Annex (FA) 1 – Emergency Services and the County EOP, ESF 2 – Communications for more detail.

2.2.2 Public Works and Engineering

City Public Works Department, City Building Department

City public works agencies are responsible for the following tasks in an emergency:

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, waste-water treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.
- Preparing and maintaining supporting SOPs and annexes.

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

2.2.3 Firefighting

Sandy Fire District and Clackamas Fire District 1

City fire services are responsible for the following tasks during an emergency:

- Providing fire prevention, education, inspection, suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Inspecting damaged areas for fire and life safety hazards.
- Providing hazardous materials spills containment, clean-up, planning,, and coordination.
- Inspecting shelters for fire and life safety hazards and coordinating with the Mass Care Liaison.
- Preparing and maintaining supporting SOPs and annexes.

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

2.2.4 Emergency Management

Emergency Operations Center

City Administration and City Police Department, Sandy Fire District, and Oregon Trail School District

The following tasks are necessary for the City to activate and utilize its EOC to support and coordinate response operations during an emergency:

- Directing and controlling local operations resources.
- Maintaining contact with neighboring jurisdictions and the County EOC.
- Maintaining the EOC in an operating mode at all times or ensuring the ability to convert EOC space into an operating condition.
- Assigning representatives (by title) to report to the EOC and developing procedures for crisis training.
- Developing and identifying duties of staff, use of displays and message forms, and procedures for EOC activation.

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

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

Clackamas County Health, Housing and Human Services, American Red Cross, and Oregon Trail SchoolDistrict

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. County Health, Housing and Human Services (also referred to as H3S Department), with support from the Oregon Trail Chapter of the American Red Cross, is responsible for ensuring that the mass care needs of the affected population are met, such as sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Housing and Human Services and ESF 11 – Agriculture and Natural Resources; general responsibilities include:

- Maintaining the Community Shelter Plan and Animal Disaster Response Plan.
- Supervising the Shelter Management program (stocking, marking, and equipping, etc.) for natural disasters.
- Coordinating support with other City and County departments, relief agencies, and volunteer groups.
- Designating a coordinator/liaison to participate in all phases of the County emergency management program, when necessary or as requested.

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

2.2.6 Search and Rescue

Clackamas County Sheriff's Office

The Sheriff's Office is responsible for:

- Coordinating available resources to search for and rescue persons lost outdoors.
- Cooperating with and extending assistance to surrounding jurisdictions, on request and as resources allow.
- Establishing and monitoring training standards for certification of search and rescue personnel.
- Preparing and maintaining supporting SOPs and annexes.

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

2.2.7 Oil and Hazardous Materials Response

Sandy Fire District and Office of State Fire Marshal Regional HazMat Team No. 3

Hazardous Materials Response
Oil and Hazardous Materials responsibilities include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.
- Identifying the needs for Hazardous Materials incident support from regional and State agencies.
- Disseminating protective action.
- Conducting environmental short- and long-term cleanup.
- Preparing and maintaining supporting SOPs and annexes.

Radiological Protection
General responsibilities include:

- Establishing and maintaining a radiological monitoring and reporting network.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system.
- Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses.
- Coordinating radiological monitoring throughout the County.
- Providing monitoring services and advice at the scene of accidents involving radioactive materials.
- Preparing and maintaining supporting SOPs and annexes.

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

2.2.8 External Affairs

City Administration, Sandy Fire District, and Oregon Trail School District

The following tasks are necessary to ensure provision of reliable, timely, and effective information/warnings to the public at the onset of, and throughout, a disaster:

- Conducting ongoing hazard awareness and public education programs.
- Compiling and preparing emergency information for the public in case of emergency.
- 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 scheduled and unscheduled inquiries from the media and the public.
- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.
- Preparing and maintaining supporting SOPs and annexes.

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

2.2.9 Evacuation and Population Protection

City Police Department

The following tasks are necessary to implement and support protective actions by the public and coordinate an evacuation:

- Defining responsibilities of City departments and private-sector groups.
- Identifying high hazard areas and corresponding number 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.
- Preparing and maintaining supporting SOPs and annexes.

See FA 1 – Emergency Services for more details.

2.2.10 Damage Assessment

City Building Department

The Building Department is responsible for:

- 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.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- 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.
- Preparing and maintaining supporting SOPs and annexes.

See FA 4 – Recovery strategy for more details.

2.2.11 Legal Services

City Counsel (Beery, Elsner & Hammond, LLP)

City Counsel is responsible for the following tasks in the event of an emergency:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
  - Implement wage, price, and rent controls
  - Establish rationing of critical resources
  - Establish curfews
  - Restrict or deny access
  - Specify routes of egress

- Limit or restrict use of water or other utilities
- Remove debris from publicly or privately owned property.

- Reviewing and advising City officials regarding possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- Preparing and recommending local legislation to implement the emergency powers required during an emergency.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for the exercising of emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.
- Preparing and maintaining supporting SOPs and annexes.

2.3 Response Matrix

Table 3-1 provides a matrix, by ESF, of the local, State, and Federal primary organizations that the City may rely on in the event of an emergency.

Table 2 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 1 Transportation	■ Aviation/airspace management and control ■ Transportation safety ■ Restoration and recovery of transportation infrastructure ■ Movement restrictions ■ Damage and impact assessment	City Public Works Department Sandy Area Metro Oregon Housing & Associated Services (OHAS)-Wheels	Department of Transportation and Development	Department of Transportation	Department of Transportation
ESF 2 Communications	■ Coordination with telecommunications and information technology industries ■ Restoration and repair of telecommunications infrastructure ■ Protection, restoration, and sustainment of national cyber and information technology resources ■ Oversight of communications within the Federal incident management and response structure	City Police Department City Administration	Emergency Management CCOM Sheriff's Office CARES	Oregon Emergency Management Public Utility Commission	Department of Homeland Security (National Protection and Programs/ Cyber security and Communications/ National Communications System), Department of Homeland Security (Federal Emergency Management Agency)
ESF 3 Public Works & Engineering	■ Infrastructure protection and emergency repair ■ Infrastructure restoration ■ Engineering services and construction management ■ Emergency contracting support for life-saving and life-sustaining services	City Public Works Department Curran McLeod, Inc.	Department of Transportation and Development	Department of Transportation	Department of Defense (U.S. Army Corps of Engineers) Department of Homeland Security (FEMA)
ESF 4 Firefighting	■ Coordination of Federal firefighting activities ■ Support to wildland, rural, and urban firefighting operations	Sandy Fire District	Emergency Management Fire Defense Board	Department of Forestry Office of the State Fire Marshal	Department of Agriculture (U.S. Forest Service)

Table 2 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 5 Emergency Management	■ Coordination of incident management and response efforts ■ Issuance of mission assignments ■ Resource and human capital ■ Incident action planning ■ Financial management	City Administration City Police Department Sandy Fire District	Emergency Management	Oregon Emergency Management	Department of Homeland Security (FEMA)
ESF 6 Mass Care, Emergency Assistance, Housing & Human Services	■ Mass care ■ Emergency assistance ■ Disaster housing ■ Human services	City Administration American Red Cross	Health, Housing and Human Services	Department of Human Services Oregon Health Authority	Department of Homeland Security (FEMA)
ESF 7 Logistics Management & Resource Support	■ Comprehensive, national incident logistics planning, management, and sustainment capability ■ Resource support (facility space, office equipment and supplies, contracting services, etc.)	City Administration Sandy Fire District	Emergency Management	Oregon Military Department Department of Administrative Services	General Services Administration Department of Homeland Security (FEMA)
ESF 8 Public Health & Medical Services	■ Public health ■ Medical services ■ Behavioral health services ■ Mass fatality management	City Administration (coordinate with Health Dept.) Sandy Fire District American Medical Response Local Clinics	Health, Housing and Human Services Local Hospitals Local Emergency Medical Services	Department of Human Services (Public Health Division)	Department of Health and Human Services

Table 2 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 9 Search & Rescue	■ Life-saving assistance ■ Search and rescue operations	City Police Department	Sheriff's Office Fire Defense Board	Oregon Emergency Management Office of the State Fire Marshal	Department of Homeland Security (FEMA, U.S. Coast Guard) Department of the Interior (National Park Service) Department of Defense
ESF 10 Oil & Hazardous Materials	■ Oil and hazardous materials (chemical, biological, radiological, etc.) response ■ Environment short- and long-term cleanup	Sandy Fire District Regional Hazardous Materials Team	Emergency Management Fire Department	Department of Environmental Quality Office of the State Fire Marshal	Environmental Protection Agency Department of Homeland Security (U.S. Coast Guard)
ESF 11 Agriculture & Natural Resources	■ Nutrition assistance ■ Animal and plant disease and pest response ■ Food safety and security ■ Natural and cultural resources and historic properties protection ■ Safety and well-being of household pets	City Administration	Emergency Management Health, Housing and Human Services Dog Services (DTD) Oregon State University Extension	Department of Agriculture	Department of Agriculture Department of Interior
ESF 12 Energy	■ Energy infrastructure assessment, repair, and restoration ■ Energy industry utilities coordination ■ Energy forecast	City Administration Local Utilities	Emergency Management	Department of Energy Public Utility Commission	Department of Energy

Table 2 Response Partners by Emergency Support Function

Emergency Support Function	Scope (Federal)	Primary Local Agencies	Primary County Agency	Primary State of Oregon Agency	Primary Federal Agency
ESF 13 Public Safety & Security	■ Facility and resource security ■ Security planning and technical resource assistance ■ Public safety and security support ■ Support to access, traffic, and crowd control	City Police Department	Sheriff's Office	Department of Justice Oregon State Police Department of Administrative Services	Department of Justice
ESF 14 Long-Term Community Recovery	■ Social and economic community impact assessment ■ Long-term community recovery assistance to States, tribes, local governments, and the private sector ■ Analysis and review of mitigation program implementation	City Administration	Emergency Management Health, Housing and Human Services	Oregon Business Development Department Oregon Emergency Management Governor's Recovery Planning Cell (Governors Recovery Cabinet)	Department of Agriculture Department of Homeland Security Department of Housing and Urban Development Small Business Administration
ESF 15 External Affairs	■ Emergency public information and protective action guidance ■ Media and community relations ■ Congressional and international affairs ■ Tribal and insular affairs	City Administration Oregon Trail School District Sandy Fire District	Public and Government Affairs	Governor's Office Oregon Emergency Management	Department of Homeland Security (FEMA)

3 Concept of Operations

For more information on Concept of Operations, refer to Chapter 4 of the EOP Basic Plan.

3.1 Incident Levels

Incident levels assist response agencies in recognizing the degree of intensity and potential impact of a particular situation. Emergency situations will not always fit neatly into these levels, and any incident has the potential to intensify and expand. Special circumstances or external pressures may warrant outside assistance for relatively minor incidents.

3.1.1 Level 1

Level 1 situations are often referred to as "routine" crisis management or emergency situations that can be handled using resources available at the incident location. For these situations, it may not be necessary to implement an emergency plan. Outside assistance is usually not required.

3.1.2 Level 2

Level 2 situations are characterized by a need for response assistance from outside agencies (specialized equipment or personnel, insufficient or inadequate on-site resources, etc.). Requests for assistance related to Level 2 situations often take the form of a 911 call for police, fire, or medical assistance. Examples include hazardous materials spills and traffic incidents with multiple injuries. The Incident Commander may implement selected portions of the City EOP.

3.1.3 Level 3

Level 3 situations are major incidents that require application of a broad range of community resources to save lives and protect property. Examples of such situations include an airliner crash in populated area, a major earthquake, etc. Emergency plans should be implemented, and the EOC will be activated to coordinate response and recovery activities.

3.2 Incident Management

3.2.1 Activation

When an emergency arises and it is determined that the normal organization and functions of City government are insufficient to effectively meetresponse requirements, the City Council or City Manager will activate and implement all or part of this EOP. In addition, the City Manager, Fire Chief, Police Chief, or Emergency Manager, or their designees, may partially or fully activate and staff the City EOC based on an emergency's type, size, severity, and anticipated duration. An Emergency Declaration is not required to implement theEOP or activate the EOC. The Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander.

Concurrently, all involved City emergency services will implement their respective plans, procedures, and processes and will provide the Emergency Manager with the following information:

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

3.2.2 Initial Actions

Upon activation of all or part of this EOP, the Incident Commander (or designee) will immediately take the following actions:

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

4 Command and Control

For more information on Command and Control, refer to Chapter 5 of the EOP Basic Plan.

4.1 Emergency Operations Center Activation

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

- The EOC will be activated by the City Manager, Police Chief, or Fire Chief (or their designees). The Incident Commander will assume responsibility for all operations and direction and control of response functions.
- The Incident Commander will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.
- Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
- The Incident Commander may establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
- The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
- The Incident Commander will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

4.2 Emergency Operations Center Location

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

Sandy Police Department
39850 Pleasant Street, Sandy, OR 97055

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

Fire Annex Building
17460 Bruns Avenue, Sandy, OR 970 55

Figure 5-1 Primary EOC Location

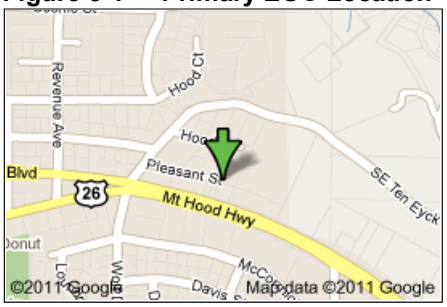
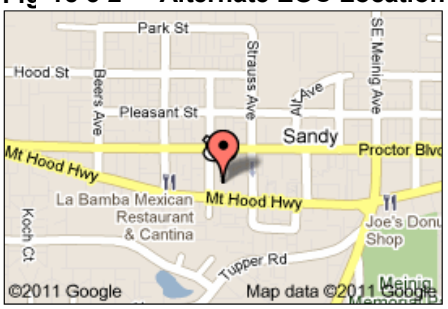


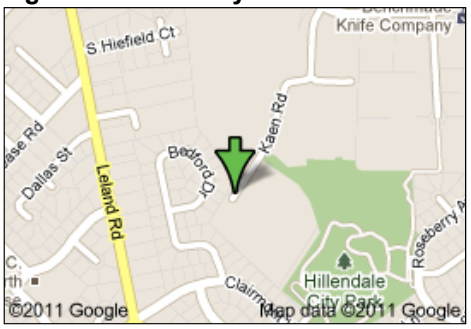
Fig re 5-2 Alternate EOC Location



The **County EOC** is co-located with Clackamas County Emergency Management and CCOM offices at:

2200 Kaen Road
Oregon City, OR 97045

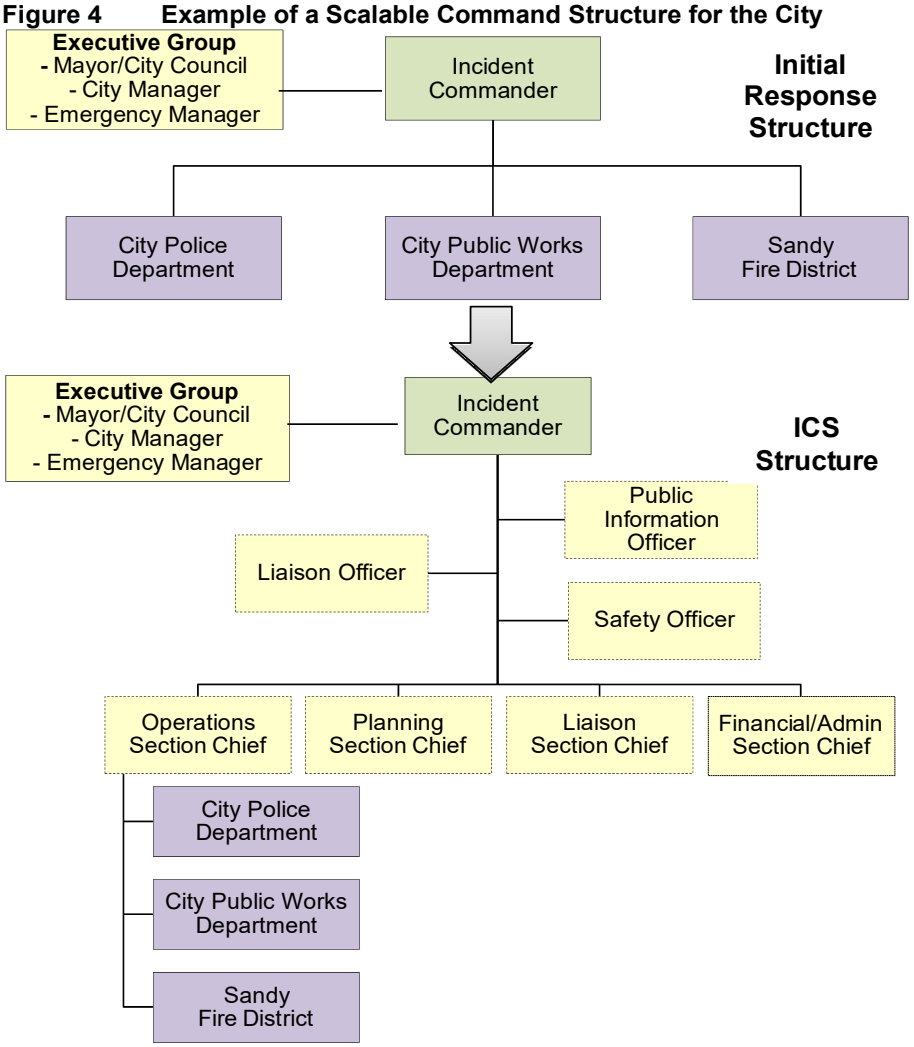
Figure 5-3 County EOC Location



See FA 1 – Emergency Services for more detail.

4.3 Incident Command System

Figure 4 Example of a Scalable Command Structure for the City



4.3.1 Emergency Operations Center Command Staff

4.3.1.1 Incident Commander

The IC is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the IC is responsible for:

- Approving and supporting implementation of an Incident Action Plan (IAP).
- Coordinating activities supporting the incident or event.

- Approving release of information through the Public Information Officer (PIO).
- Performing the duties of the following command staff if no one is assigned to the position:
  - Safety Officer
  - PIO
  - Liaison Officer
  - General Staff.

4.3.1.2 Safety Officer

The Safety Officer is generally responsible for:

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

4.3.1.3 Public Information Officer

A lead PIO will most likely coordinate and manage a larger public information network representing local, County, regional, and State agencies; tribal entities; political officials; and other emergency management stakeholders. The PIO's duties include:

- Developing and coordinating release of information to incident personnel, media, and the public.
- Coordinating information sharing among the public information network through the use of a Joint Information System and, if applicable, establishing and staffing a Joint Information Center.
- Implementing information clearance processes with the Incident Commander.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

4.3.1.4 Liaison Officer

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

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

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

4.3.2 Emergency Operations Center General Staff

4.3.2.1 Operations Section Chief

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

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

Private entities, companies, and Non-Governmental Organizations (NGOs) may also support the Operations section. The Operations Chief is responsible for:

- Providing organizational support and directing implementation of unit operational plans and field response activities.
- Developing and coordinating tactical operations to carry out the IAP.
- Managing and coordinating various liaisons representing community response partners and stakeholders.
- Directing IAP tactical implementation.
- Requesting resources needed to support the IAP.

4.3.2.2 Planning Section Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

4.3.2.3 Logistics Section Chief

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

- Providing and managing resources to meet the needs of incident personnel.
- Managing various coordinators of particular resources, such as transportation-related equipment, EOC staff support services, supplies, facilities, and personnel.
- Estimating future support and resource requirements.
- Assisting with development and preparation of the IAP.

4.3.2.4 Finance/Administration Section Chief

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

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

5 Appendices

- Appendix A – Sample Declaration of State of Emergency
- Appendix B – Summary of Mutual Aid Agreements

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Appendix A – Sample Declaration of State of Emergency

To: _____,
Clackamas County Office of Emergency Management

From:_____,
City of Sandy, Oregon

At_____(time) on_____(date),

a/an _____ (description

of emergency incident or event type) occurred in the City of Sandy threatening life and property.

The current situation and conditions are:

_____

_____

_____

The geographic boundaries of the emergency are:

_____

_____

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

Signed: _____

Title:_____ Date & Time: _____

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

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Appendix B – Mutual Aid Agreements

The following is a quick reference list of mutual aid agreements entered into by the City. **Copies of these mutual aid agreements can be found in Bold Planning.**

- **Bomb Arson Tracking System Program**; Sandy Police Department and the Bureau of Alcohol, Tobacco, Firearms and Explosives, Unknown date. Allows for the use of an information system that will collect, analyze information related to explosives, arson, and the suspected criminal misuse of explosives.
- **Clackamas County Dispatch Center Member Board Charter**; Sandy Police Department and the Clackamas County Dispatch Center Board Member Charter, July 3, 2009. Establishes an executive Boar and Service Committees for the 911 dispatch center that dispatches the Sandy Police Department. This agreement provides an avenue for operational and budgetary development of services.
- **Clackamas County Interagency Amber Alert Agreement**; Sandy Police Department and the Clackamas County Interagency Amber Alert Team, December 16, 2002. Mutual agreement by all law enforcement agencies in Clackamas County providing for the development of internal policy, process, and training as related to missing children. It is also agreed that the Sandy Police Department will follow the Amber Alert criteria and process of the Amber Alert Program.
- **Interagency Investigative Agreement**; Sandy Police Department and the Interagency Major Crimes Team for Clackamas County, November 2, 2006. This agreement provides guidelines ad policies for the inter-agency investigation of major crimes committed in the venues of the participating agencies. When activated a team of investigators will respond to a criminal incident in Sandy. The team will the assist in the investigation. Our detective is a team member and may be called upon to assist other agencies with their criminal investigations.
- **Intergovernmental Agreement** between City of Sandy and Sandy Fire District, June 11, 1996. The Sandy Fire District will provide fire protection services to both City and adjoining area.
- **Intergovernmental Agreement** between Sandy Police Department and CCOM forming the 800 Radio Group.

- **Intergovernmental Agreement** between Sandy Police Department and CCOM forming the 800 Radio Group. This agreement is pursuant to ORS 190.010 and 190.030.

- **Oregon Public Works Emergency Response Cooperative Assistance Agreement**; Oregon Department of Transportation and City of Sandy, February 28, 2010. Enables public works agencies to support each other during an emergency, provides the mechanism for immediate response to the requesting agency when the responding agency determines it can provide the needed resources and expertise, and sets up the documentation needed to seek maximum reimbursement possible from appropriate federal agencies.

- **Sandy Police Department MOU with Todos Juntos,** October 24, 2010. Todos Juntos provides staff to oversee the Juvenile Diversion Program. Staff from Todos Juntos, have contact with juvenile offenders, do assessments, refer and assist family and youth in accessing community resources, and track all necessary documentation.