



Lebanon Area Emergency Management Plan



Part 1: Basic Emergency Management Plan



Prepared by:



The Lebanon Area
Emergency Management Team

January 2007

Organizational Structure and Outline
January 2007
LEBANON AREA
BASIC EMERGENCY MANAGEMENT PLAN

Outline
Transmittal Letter
Distribution List
Table of Contents (with List of Figures and Tables)
Preface
Forward
Introduction to this Plan
Key Terminology

PART ONE: ADMINISTRATIVE OVERVIEW

Chapter I. Authority and Administration
Chapter II. Emergency Management Planning and Policies
Chapter III. Emergency Management Organization (EMO)

PART TWO: INCIDENT MANAGEMENT

Chapter IV: Phases of Emergency Management
Chapter V: Severity of Incidents and Levels of Response
Chapter VI: Activation of ECC and/or Emergency Management Plan
Chapter VII: Emergency Operations

PART THREE: EMERGENCY PROGRAM RESPONSIBILITIES

Chapter VIII. Synopsis of Emergency Response Functions (ERFs) and Responsible Parties
Chapter IX. Emergency Response Functions (ERFs) and the Incident Command System (ICS)
Chapter X. Synopsis of Responsibilities of City Staff & Departments, and Community Organizations

END OF THE BASIC PLAN PER SE:

The full plan includes a number of the Attachments, Addenda, and other Associated Documents including Annexes and Guides. Together all of these materials constitute the complete Lebanon Area Emergency Management Plan.



To all Recipients:



Transmitted herewith is the 2007 Lebanon Area Basic Emergency Management Plan (BEMP). This Plan is the product of a cooperative emergency management planning and operations effort on the part of the City of Lebanon, the Lebanon Fire District, and a number of community organizations and institutions.

This Lebanon Area BEMP has been approved and officially adopted by the Lebanon City Council at a regular meeting, an action giving this document the legal authority of the Council. The Lebanon Fire District Board has also adopted the Plan.

This Basic Plan supersedes any and all previous Basic Emergency Management Plans. It provides a framework within which all agencies and offices of the City and community can plan and carry out their respective emergency functions and responsibilities during a disaster or other emergency situations. The accomplishment of Emergency Management goals and objectives depends on the development and maintenance of competent staff, adequate funding, and on familiarization of City and Fire District personnel with their emergency responsibilities and this Plan.

This Plan establishes authority for emergency operations, sets the emergency policy of the City, establishes a concept of emergency operations, and assigns emergency roles to City departments. The Plan is supplemented by Functional Annexes, Guides and supporting documents that may be maintained as a part of or separate from this Plan.

This Lebanon Area BEMP has been developed under the Integrated Emergency Management System concept; as such, it is intended to address all hazards, all disciplines, all emergency phases, and all emergency organizations and personnel. As noted in this Plan and in the City of Lebanon Employee Handbook, all City departments and personnel have crucial roles and responsibilities in meeting any emergency that might affect the City. In addition to the City and the Fire District, numerous other individuals and community organizations have vital roles to play. Those persons charged with emergency actions need to: (1) familiarize themselves with the Plan's contents; and, (2) assist in the development of functional Annexes and specific contingency plans; as well as (3) assist in the development of the supporting guidelines and notification procedures required to assure a coordinated response to emergencies.

This Basic Plan shall be reviewed in its entirety at least biannually (every other year). The Emergency Management Planning and Training Coordinators of the City's various Departments and Divisions, as well as the Fire District shall coordinate such reviews, and shall include participation by all City units having an emergency role. Revisions to Addenda, Attachments, Annexes, Guides and Appendices must be done on an on-going basis and, therefore, do not require formal adoption by the City Council and Fire District Board. Comments from any and all recipients regarding suggested changes that might result in the Plan's improvement or increase its usefulness, are directed to the above-mentioned Emergency Management Planning and Training Coordinators and/or any of the following Department heads: Director of the Public Works; Chief of Police; Fire District Chief. Plan changes will be transmitted to all addressees on the distribution list.

This plan is transmitted to the designated recipients on the following Distribution List under the authority of the officials noted below:

_____ Mayor, City of Lebanon	_____ Date
_____ Lebanon City Administrator	_____ Date
_____ Lebanon Fire District Chief	_____ Date
_____ Chair of the Lebanon Fire District Board	_____ Date

This plan has been reviewed and approved as to its legal structure and content:

_____ Lebanon City Attorney	_____ Date
--------------------------------	---------------

LEBANON AREA BASIC EMERGENCY MANAGEMENT PLAN DISTRIBUTION LIST

The Lebanon Area Emergency Management Plan is for use by City and Fire District officials, government agencies, other governmental jurisdictions, community groups, and local private entities in providing emergency services before, during, and following a disaster. As such, it provides policies, information, recommendations, and guidance to assist in making disaster-related operational decisions. Public access¹ to this EMP is encouraged through placement of this plan in public libraries throughout the community. Copies of this plan and published changes to this plan shall be provided to the following Plan Holders:

<p><u>City Administrator's Office</u></p> <ol style="list-style-type: none"> 1. City Administrator 2. Mayor 3. Admin Assistant/Human Resources & Risk Management Manager 4. IS Manager 5. GIS Specialist 6. City PIO 7. City Attorney 8. Others _____ <p><u>Lebanon Fire District</u></p> <ol style="list-style-type: none"> 1. Chair, Lebanon Rural Fire District Board 2. Fire Chief 3. Training Coordinator & Battalion Chief 4. Captains 5. EMS Division Manager 6. Others _____ <p><u>Lebanon Police Department</u></p> <ol style="list-style-type: none"> 1. Chief of Police 2. Lt. -- EM Planning & Training Coordinator 3. Sergeants 4. Communications Supervisor 5. Others _____ <p><u>Lebanon Public Works</u></p> <ol style="list-style-type: none"> 1. Public Works Director 2. Admin Assistant 3. City Engineer 4. Environmental Operations Manager 5. Maintenance Division Manager 6. Maintenance Supervisors 7. Others _____ 	<p><u>Community Development Division</u></p> <ol style="list-style-type: none"> 1. Community Development Manager 2. CD EM Planning & Training Coordinator 3. Others _____ <p><u>Lebanon Finance Department</u></p> <ol style="list-style-type: none"> 1. Finance Director 2. Others _____ <p><u>Lebanon Library Division</u></p> <ol style="list-style-type: none"> 1. Department Manager/Librarian 2. Public Copy <p><u>Lebanon Senior Services Division</u></p> <ol style="list-style-type: none"> 1. Department Manager 2. Others _____ <p><u>Other Organizations and Jurisdictions</u></p> <ol style="list-style-type: none"> 1. Linn County Sheriff's Office and Emergency Management <ol style="list-style-type: none"> a. Sheriff b. Emergency Manager c. Linn County Emergency Management Advisory Council d. 911 2. Oregon Emergency Management (OEM) 3. Lebanon Community Hospital 4. Lebanon School District 5. Utilities <ol style="list-style-type: none"> a. Pacific Power b. Consumer Power c. Northwest Natural 6. Others _____
---	--

¹ For security reasons, some information in the Community's Emergency Management documents may not be made public.

LEBANON AREA BASIC EMERGENCY MANAGEMENT PLAN

TABLE OF CONTENTS

	<i>Page</i>
Outline	
Transmittal Letter	
Distribution List	
Table of Contents	TOC - i
List of Figures and Tables for Basic Emergency Operations Plan.....	TOC - x
Preface	
Forward	
1.0 How to Use This Plan.....	i
2.0 The Lebanon Area Community-Based Approach to Emergency Management	iii
Introduction to this Plan	1
1.0 General	1
2.0 Purpose.....	1
3.0 Scope	2
4.0 Publication.....	4
5.0 Reproduction.....	5
6.0 Distribution	5
Key Terminology	

PART ONE: ADMINISTRATIVE OVERVIEW

Chapter I. Authority and Administration	I-1
1.0 Introduction.....	I-1
2.0 Authority: An Overview	I-4
3.0 Promulgation of Authority.....	I-6
3.1 Federal	I-6
3.2 State Emergency Management and Services.....	I-6
3.3 Local Authority	I-9
4.0 Lines of Succession for Purposes of This Emergency Management Plan.....	I-9
4.1 City of Lebanon and Fire District	I-9
4.2 Departmental Lines of Succession.....	I-9

5.0	General Jurisdictional Responsibilities.....	I-10
5.1	City	I-10
5.2	City Emergency Authority	I-10
5.3	Fire & District Emergency Authority.....	I-11
5.4	State Government	I-12
5.5	Federal Government	I-12
5.6	Agencies and Mutual Aid.....	I-12

Chapter II. Emergency Management Planning and Policies..... II-1

1.0	Purpose and Emergency Management Objectives of Plan	II-1
2.0	Priorities, Concepts and Policies	II-1
2.1	Overview	II-1
2.2	Prioritization of Resources	II-2
2.3	Importance of Local Self-sufficiency.....	II-2
2.4	Overall Concept of Emergency Operations and Organization for Response	II-3
2.5	Overall Philosophy of Emergency Management	II-3
3.0	Hazard Situation – A Synopsis	II-3
4.0	Assumptions.....	II-4
5.0	Lebanon Area Emergency Management Policy	II-5
5.1	General Policies	II-5
5.2	Formal Policy Statement	II-5
	5.2.1 Purpose of Lebanon Area Emergency Management Planning and Operations.....	II-5
	5.2.2 Objectives of Sweet Area Home Emergency Management Planning and Operations.....	II-6
6.0	Coordination.....	II-7
6.1	City Emergency Operations	II-7
6.2	City/County Emergency Operations	II-7
6.3	City Departmental Operations (DOCs).....	II-7
6.4	Collection and Dissemination of Information on Injuries, Fatalities, and Missing Persons.....	II-8
7.0	Plan Development and Review, Training and Exercise	II-8
7.1	Plan Development and Review	II-8
7.2	Training and Exercise.....	II-9

Chapter III. Emergency Management Organization (EMO)	III-1
1.0 General Policy.....	III-1
2.0 General Organizational Responsibilities	III-2
2.1 City of Lebanon Public Works Director, in concert with the Police Chief, and District Fire Chief	III-2
2.2 City Departments, the Fire District and Emergency Service Agencies.....	III-2
2.3 Review of EMP and Written Concurrence	III-2
3.0 Overview: Basic Structure of the EMO for the City and Community	III-2
3.1 Major Components	III-2
3.2 Overall Task of the EMO	III-4
4.0 Administrative Group.....	III-4
4.1 Leadership and Broad Policy Decisions	III-4
4.2 Non-Involvement in Tactical Decisions.....	III-4
4.3 Composition and Membership	III-5
5.0 Legislative Group	III-5
5.1 Role and Scope	III-5
5.2 Non-Involvement in Tactical Decisions.....	III-5
6.0 Incident Management Team.....	III-6
6.1 Responsibilities	III-6
6.2 Composition.....	III-6
7.0 Administration and Support	III-7
8.0 Emergency Powers.....	III-8
8.1 Emergency Authority and Extraordinary Measures	III-8
8.2 Enumeration of City of Lebanon Emergency Powers.....	III-8
9.0 Fiscal Procedures	III-9
10.0 References for Details of Departmental and Staff Emergency Responsibilities.....	III-9
11.0 Lebanon Area Emergency Management Team (LAEMT)	III-10
11.1 Role and Responsibilities	III-10
11.2 Composition	III-10

PART TWO: INCIDENT MANAGEMENT

Chapter IV: Phases of Emergency Management	IV-1
1.0 Overview.....	IV-1
2.0 Mitigation	IV-1
2.1 Definition and Objectives.....	IV-1
2.2 Types of Mitigation Activities	IV-1
3.0 Preparedness.....	IV-2
3.1 General and Long-Term Preparedness.....	IV-2
3.2 Short-Term Preparedness.....	IV-2
4.0 Response	IV-3
4.1 Overview	IV-3
4.2 Coordination of Emergency Information and Release of Public Information.....	IV-3
4.3 Warning Period – Definition, Objectives and Tasks	IV-3
4.4 Impact Period -- Definition, Objectives and Tasks.....	IV-4
4.5 Response Period -- Definition, Objectives and Tasks	IV-4
5.0 Recovery -- Definition, Objectives and Tasks.....	IV-5
Chapter V: Severity of Incidents and Levels of Response	V-1
0.0 Introduction.....	V-1
0.1 Levels of Emergency Incidents and Response.....	V-1
0.2 Role of Emergency Situation Assessment Team (ESAT)	V-1
0.3 Initial Responsibility of All IMT members and Senior ECC Staff	V-1
0.4 Initial Responsibility of All City and District Staff	V-1
1.0 Level One Incidents and Response – Definition & Examples, Activation & Organization, and Notification	V-3
2.0 Level Two Incidents and Response – Definition & Examples, Activation & Organization, Notification, and Automatic Activation Thresholds	V-4
3.0 Level Three Incidents and Response – Definition & Examples, Activation & Organization, Notification, Automatic Activation Thresholds, and Declaration of State of Emergency	V-7

Chapter VI: Activation of ECC and/or Emergency Operations Plan	VI-1
1.0 Preliminary Assessments and Decision Making	VI-1
1.1 Determination of the Severity of Incident.....	VI-1
1.2 Response to Request for Emergency Assistance and Type of Incident.....	VI-1
1.3 Lead Agencies and Types of Emergency Incidents and Disasters	VI-1
1.4 Local State of Emergency	VI-3
1.5 Requests for Fire Fighting Assistance	VI-3
2.0 Activation of Emergency Coordination Center (ECC)	VI-4
2.1 Role of ECC and Primary Tasks of the ECC Commander	VI-4
2.1.1 Primary Task of the ECC	VI-4
2.1.2 Primary Tasks of the ECC Commander.....	VI-4
2.2 City Warning Point and Activation Center -- LPCC	VI-5
2.3 ECC Staff	VI-5
2.4 Activation Procedures	VI-5
2.4.1 Outline of Steps for Incident Management	VI-5
2.4.2 General Guidelines	VI-6
3.0 Emergency Staff Activation	VI-7
3.1 Assumptions.....	VI-7
3.2 Guidelines for Emergencies Outside Work Hours.....	VI-7
3.3 Guidelines for Emergencies During Work Hours.....	VI-8
3.4 Guidelines for Designation of Essential Departmental Staff.....	VI-8
3.5 Staffing Patterns – Red and Blue Teams	VI-9
3.5.1 Twelve-hour Shifts	VI-9
3.5.2 Emergency Coordination Center (ECC) Guide.....	VI-9

Chapter VII: Emergency Operations.....	VII-1
1.0 Introduction to Concept of Emergency Operations	VII-1
1.1 Principle of Graduated Response	VII-1
1.2 Range of Activities.....	VII-1
1.3 Focus.....	VII-1
2.0 Emergency Operations Organization	VII-1
2.1 Overview	VII-1
2.1.1 Overall Objectives.....	VII-1
2.1.2 Incident Command System (ICS)	VII-1
2.1.3 ICS Functional and Adjunct Groups	VII-3
2.1.4 The Role of Emergency Response Functions (ERFs) In Incident Command System	VII-3
2.2 Adjunct Legislative Group – Composition & Responsibilities	VII-3
2.3 Adjunct Administrative Group – Composition & Responsibilities.....	VII-4
2.4 Incident Management Team (IMT) – Composition & Responsibilities.....	VII-5
2.5 Operations Group Section	VII-5
2.5.1 Responsibilities and Characteristics	VII-3
2.5.2 Composition – Functions and Units	VII-3
2.5.3 Departmental Operations Centers (DOCs).....	VII-5
2.5.4 Internal Logistical Support Role.....	VII-5
2.5.5 Membership in Command Staff	VII-4
2.6 Logistics Section	VII-6
2.6.1 Responsibilities and Characteristics	VII-6
2.6.2 Composition – Functions and Units	VII-6
2.6.3 Service and Support Branches	VII-6
2.6.4 Role of Departmental Operations Centers (DOCs)	VII-6
2.6.5 Membership in Command Staff	VII-6
2.7 Planning Section	VII-7
2.7.1 Responsibilities and Functional Units	VII-7
2.7.2 Damage Assessment.....	VII-7
2.7.3 Situation Analysis	VII-7
2.7.4 Recovery Planning.....	VII-7
2.7.5 Membership in Command Staff	VII-7

2.8	Finance Group Section.....	VII-7
2.8.1	Responsibilities and Characteristics	VII-7
2.8.2	Composition – Functions and Units.....	VII-7
2.8.3	Membership in Command Staff	VII-7
3.0	Emergency Coordination Center (ECC).....	VII-8
3.1	Overview	VII-8
3.2	Primary ECC	VII-8
3.2.1	Location	VII-8
3.2.2	Directions.....	VII-8
3.3	Secondary ECC.....	VII-9
3.4	Supplies, Provisions, and Back-up Power Generation	VII-9
3.5	Activation	VII-10
3.6	Graduated Responses	VII-10
3.7	Incident Commander	VII-10
3.8	ECC Command	VII-10
3.9	ECC Command Staff and Reporting for Duty When ECC is Act.....	VII-10
3.10	Employees With Emergency Response Duties and Reporting for Duty When ECC is Activated	VII-10
3.11	Operations Centers (DOCS).....	VII-10
4.0	Emergency Coordination Center Staffing Requirements	VII-11
4.1	References for Details	VII-11
4.2	Initial Response and Partial Activation	VII-11
4.3	Graduated Response and Activation Levels	VII-11
5.0	Emergency Operations Communications.....	VII-12
5.1	Incident Field Commanders	VII-12
5.2	Emergency Personnel	VII-12
5.3	ECC	VII-12
6.0	Designated Emergency Coordinators and Personnel	VII-12
6.1	Departmental Responsibilities	VII-12
6.2	Responsibilities of Departmental/Division Emergency Coordinators.....	VII-12
6.3	Training of Emergency Personnel	VII-12

PART THREE: EMERGENCY PROGRAM RESPONSIBILITIES

Chapter VIII. Synopsis of Emergency Response Functions (ERFs) and Responsible Parties.....	VIII-1
0.0 Introduction	VIII-1
1.0 Transportation (ERF 1)	VIII-3
2.0 Communications/Alert and Warning (ERF 2)	VIII-3
3.0 Public Works and Engineering (ERF 3)	VIII-4
4.0 Fire Services and Emergency Medical & Transport Services (ERF 4).....	VIII-4
5.0 Planning (ERF 5) – Three Subsections.....	VIII-5
5.1 Planning and Training (ERF 5.1)	VIII-5
5.2 Emergency Publication Information/Alert and Warning (ERF 5.2)	VIII-5
5.3 Damage Assessment (ERF 5.3).....	VIII-6
6.0 Mass Care and Human Services (ERF 6) -- Two Subsections	VIII-7
6.1 Services to the Public.....	VIII-7
6.2 Services to Personnel Responding to the Emergency, Including ECC Staff.....	VIII-7
7.0 Resource Management (ERF 7) – Two Subsections:.....	VIII-8
7.1 Resource Management Procurement and Record Keeping.....	VIII-8
7.2 Resource Management Distribution During an Emergency Event	VIII-8
8.0 Health and Medical (ERF 8)	VIII-8
9.0 Search and Rescue (ERF 9)	VIII-9
10.0 Hazardous Materials (ERF 10).....	VIII 9
11.0 Food and Potable Water Resources (ERF 11) – Two Subsections	VIII 10
11.1 Services to the Public.....	VIII-10
11.2 Services to Emergency Responder, Including ECC Staff.....	VIII-10
12.0 Energy and Utilities (ERF 12).....	VIII-10
13.0 Public Safety (ERF 13).....	VIII-11
14.0 ERF Supplemental Guide for Coordination of Volunteers.....	VIII-11
Chapter IX. Emergency Response Functions (ERFs) and the Incident Command System (ICS).....	IX-1
1.0 ERF Standing Task Forces	IX-1
2.0 ERF Linkage to ICS	IX-1
2.1 Overview	IX-1
2.2 Summary Table and Flow Chart.....	IX-1

Chapter X. Synopsis of Responsibilities of City Staff & Departments, and Community Organizations	X-1
0.0 Introduction	X-1
1.0 Lebanon Mayor and City Council	X-1
2.0 Lebanon City Administrator	X-2
3.0 City of Lebanon Public Works Director -- City's Emergency Program Manager	X-3
3.1 Lead Person For Emergency Program Responsibilities.....	X-3
3.2 Public Works Departmental Responsibilities.....	X-4
4.0 Lebanon Fire District Chief -- District's Emergency Program Manager.....	X-6
4.1 Day-to-Day Emergency Services Program Responsibilities.....	X-6
4.2 Fire, Emergency Medical and HAZMAT Services, and Emergency Management Administrative Services.....	X-6
5.0 City of Lebanon Police Chief	X-8
5.01 City's Co-Emergency Program Manager (with primary Focus on Police Department)	X-8
5.1 Special Emergency Management Responsibilities.....	X-8
5.2 LPD Departmental Responsibilities	X-9
6.0 City Attorney.....	X-10
7.0 Additional Emergency Functions of City Administration.....	X-11
7.1 Human Resources Manager	X-11
7.2 City's Lead Public Information Officer	X-11
8.0 Library Services Manager	X-12
8.1 Coordination and Training of Volunteers.....	X-12
8.2 Assistance With Emergency Public Information.....	X-12
9.0 Lebanon Community Emergency Communications Team.....	X-13
10.0 Community Development Manager:	X-14
10.1 Damage Assessment	X-14
10.2 CD Departmental Responsibilities.....	X-14
11.0 City Finance Director:.....	X-15
12.0 Directors of Mid-Valley Chapter of the American Red Cross, Community Services Consortium, and Linn County Mental Health, PW Maintenance Division Manager, Facilitated by the Lebanon City Administrator.....	X-16
13.0 PW Maintenance Division Supervisor.....	X-17
13.1 In role of Supervising the City Parks:	X-17
13.2 General Emergency Operations Support	X-17
14.0 Linn County Health Administrator	X-18
15.0 Chief of Lebanon Police Department and the District Attorney, with City Attorney: Emergency Arrest and Release Policies – Addendum to Public Safety ERF (#13).....	X-18
16.0 Other Agencies, Departments, Major Community Organizations, Businesses, and Groups: Additional Emergency Services.....	X-19
17.0 Linn County Emergency Management.....	X-19

**LIST OF FIGURES AND TABLES FOR
BASIC EMERGENCY OPERATIONS PLAN**

Figure 1: Lebanon Area Emergency Operations Plan and Associated Documents (See Forward) ii

Figure 2: The Lebanon Area Community-Based Approach to Emergency Planning, Preparedness, Mitigation, Response, and Recovery (See Forward) iv

Figure 1-1: Authority and Details of Structure For Emergency Management Program I-3

Figure 1-2: Overview of Structure for Day to Day Maintenance of EM Program I-5

Figure 1-3: Overview of Request Process I-13

Figure 3-1: Lebanon Area Emergency Management Organization (EMO)..... III-3

Table 4-1: *Synopsis of the Phases of Emergency Management*..... IV-6

Figure 5-1: Lebanon Area Emergency Situation Assessment Team (ESAT) V-2

Table 5-1: *Notification Responsibilities for Level Two Incidents and Response*..... V-4

Table 5-2: *Level Two Emergency Activation Thresholds*..... V-5

Figure 5-2: Notification Tree for Activation of Emergency Operations Plan, or Emergency Coordination Center if Necessary V-6

Table 5-3: *Notification Responsibilities for Level Three Incidents and Response*..... V-7

Table 5-4: *Level Three Emergency Activation Thresholds*..... V-8

Table 6-1: *Lead Agencies and Types of Emergency Incidents and Disasters* VI-2

Table 6-2: *Preliminary Designation of ECC Shifts or Teams*..... VI-9

Figure 7-1: Incident Management Organization for Lebanon Area Utilizing ICS VII-2

Figure 7-2: Sample Floor Plan of Primary ECC VII-8

Figure 7-3: Sample Floor Plan of Secondary ECC VII-9

Table 7-1: *Activation of ECC Staff and Levels of Response* VII-11

Figure 7-4: Lebanon Area Emergency Operations Communication Pathways..... VII-13

Table 8-1: *Overview of the Lebanon Area Emergency Support Functions (ERFs)* VIII-2

Table 8-2: *Summary of Primary Responsibilities for Planning, Maintaining and Implementing ERFs* VIII-12

Table 9-1: *Overview of the Lebanon Emergency Response Functions (ERFs) and Integration with ICS* IX-2

Figure 9-1: Emergency Response Functions and Incident Management Organization Utilizing ICS IX-3

Table 10-1: *(City of Public Works Director -- City’s Emergency Program Manager) Essential Emergency Program Functions and Responsibilities that May be Delegated and Shared*..... X-5

**END OF THE TABLE OF CONTENTS OF THE BASIC PLAN PER SE:
A second Table of Contents outlines the Attachments, Addenda, and other Associated Documents including Annexes and Guides. Together all of these materials constitute the complete Lebanon Area Emergency Operations Plan**

PREFACE

This Emergency Management Plan determines, to the extent possible, actions to be taken by the emergency organizations within the Lebanon Area and cooperating private institutions. The overall goals of these emergency management actions include the following:

- preventing disasters if possible;
- reducing the vulnerability of area residents to any disasters that cannot be prevented;
- establishing capabilities for protecting citizens from the effects of disasters;
- responding effectively to the actual occurrence of disasters; and,
- providing for rapid recovery in the aftermath of an emergency involving extensive damage or other debilitating influences on the normal pattern of life within the community.

Used as a management and training tool, this emergency management plan will increase the local community's ability to develop a timely and efficient emergency program, thereby mitigating the effects of an emergency or disaster on people and property.

This plan stresses the extraordinary emergency response function applicable to all emergencies or disasters, while recognizing the unique aspects of specific types of hazards. The Emergency Management Plan (EMP) stresses the basic response functions commonly applicable to all hazards to develop a systematic approach to the management of any type or magnitude of an emergency or disaster.

Note

If any portion of this plan is held invalid by judicial or administrative ruling, such ruling shall not affect the validity of the remaining portions of this plan.

Nothing in this plan is intended, or should be construed, as creating a duty on the part of the City of Lebanon government or the Lebanon Fire District toward any party for the purpose of creating a potential tort liability.

FORWARD

Chapter Contents

<u>Section/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 How to Use This Plan.....	I
Figure 1: Lebanon Area Emergency Operations Plan and Associated Documents	ii
2.0 The Lebanon Area Community-Based Approach to Emergency Management	iii
Figure 2: The Lebanon Area Community-Based Approach to Emergency Planning, Preparedness, Mitigation, Response, and Recovery	iv

FORWARD

1.0 How To Use This Plan

1.1 While no plan can replace the common sense and good judgment of emergency response personnel, department directors, and other decision makers, this Emergency Management Plan does provide a framework to guide the efforts of the City of Lebanon and the surrounding community to mitigate and prepare for, respond to, and recover from major emergencies or disasters. The major benefit of a documented plan is that all participants enter the event with a common expectation regarding roles and responsibilities. This Plan is a work in progress that will never be complete. As the Plan is tested by exercises and actual events, we will identify weaknesses and oversights, and correct and update the Plan as necessary.

1.2 This Basic Plan is a **Who** and a **What** document that describes the roles and responsibilities of emergency responders in the City. It sets forth general policies, and documents the guidelines and agreements that have been reached in order to integrate all emergency response systems into a program for comprehensive emergency management. This Basic Plan and its Functional Annexes are intended to address all hazards.

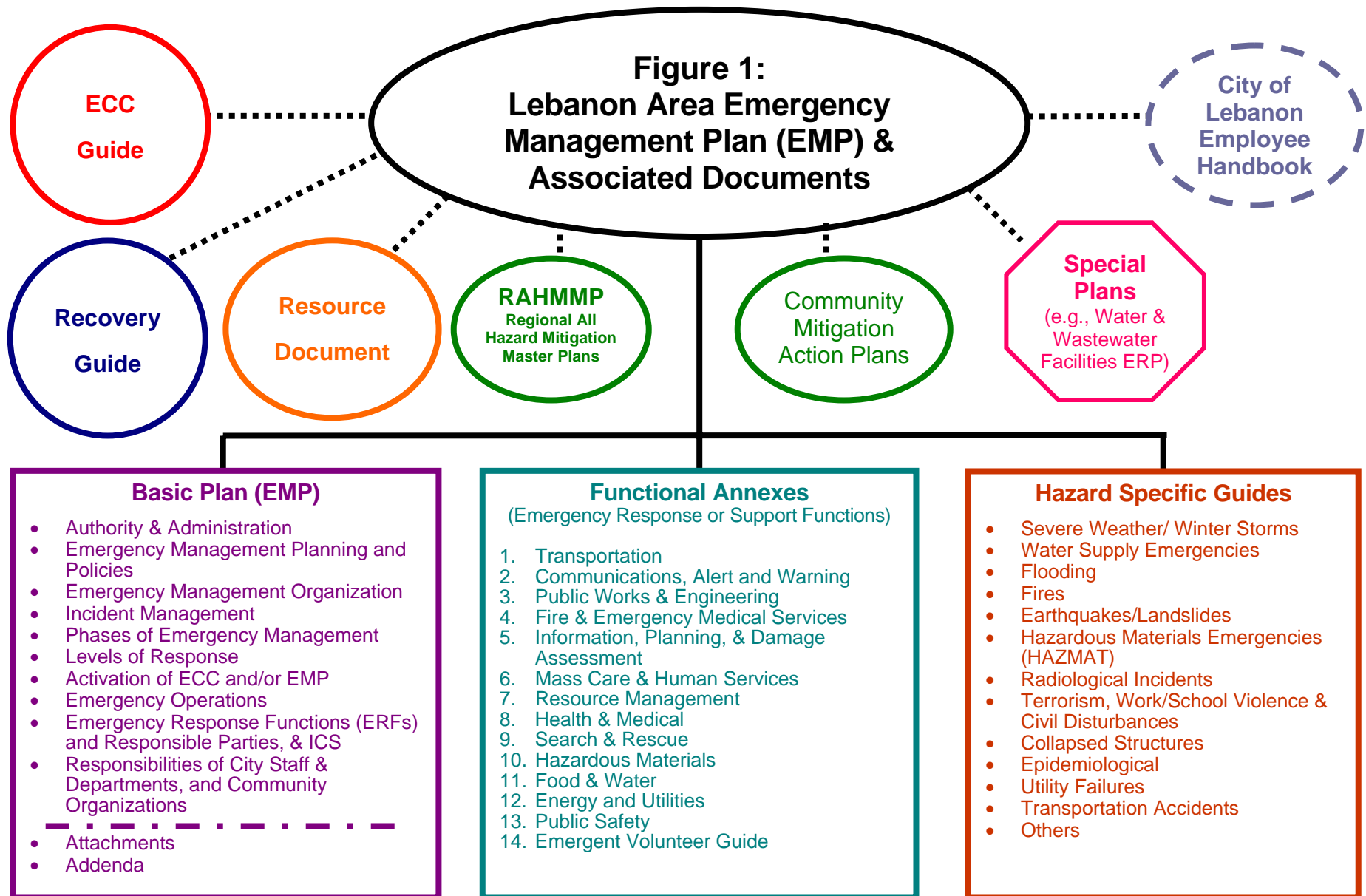
1.3 Accompanying the Basic Plan, are the Functional Annexes (Emergency Response Functions or ERFs). They address specific functional duties associated with emergency response and recovery operations (e.g. Communications, Mass Care, Public Safety).

1.4 Accompanying the Functional Annexes, are the Hazard Specific Guides (e.g. Earthquake, Flooding, Winter Storms). The Hazard Specific Guides contain the specific procedures that are unique to a particular hazard. Hazard Specific Guides have been developed for hazards identified in the City of Lebanon Hazard Analysis, which assess the hazards that threaten the City of Lebanon and its residents.

1.5 The community has also adopted the multi-county Regional All Hazard Mitigation Master Plans (RAHMMP), and maintains a community Hazard Mitigation Plan as required by the 2001-2002 amendments to the Federal Stafford act. First, such mitigation plans analyze and assess the threats confronting the community. Second, they present policies, strategies, local action plans, and specific projects to mitigate the threats at the local level.

1.6 The Basic Plan and its Functional Annexes and Hazard Specific Guides are complimented by a number of related documents, including the Emergency Coordination Center (ECC) Guide, Recovery Guide, Regional All Hazard Mitigation Master Plans (RAHMMP), the Community of Lebanon Hazard Mitigation Plan, Resource Document, and City of Lebanon Employee Handbook. **Figure 1** presents a schematic overview of the components that comprise the overall Emergency Management Plan of the City and its associated documents.

1.7 The **How** portion of the City's Emergency Management Plan is spelled out in the Standard Operating Procedures (**SOPs**) developed and maintained by each Department and their Departmental Operations Centers (DOCs), as well as the Fire District, and community organizations that are included in this Plan. These SOPs compliment and function as appendices to this Basic Emergency Management Plan and its various functional Annexes and other associated documents.



2.0 The Lebanon Area Community-Based Approach to Emergency Management

2.1 As shown in **Figure 2**, the Lebanon Area Emergency Management Plan represents a community-based approach to emergency management. This Plan provides a framework within which the community as a whole can plan and carry out emergency functions and responsibilities during a disaster or other emergency situation.

2.2 City Government: City Government provides the leadership, expertise, and many of the resources necessary for the development and maintenance of competent Community Emergency Program staff, the Community Plan and its associated documents, and training for its implementation.

2.3 Lebanon Fire District: The Lebanon Fire District shares this leadership role with the City, and provides expertise, and many of the resources necessary for the development and maintenance of competent Community Emergency Program staff, the Community Plan and its associated documents, and training for its implementation.

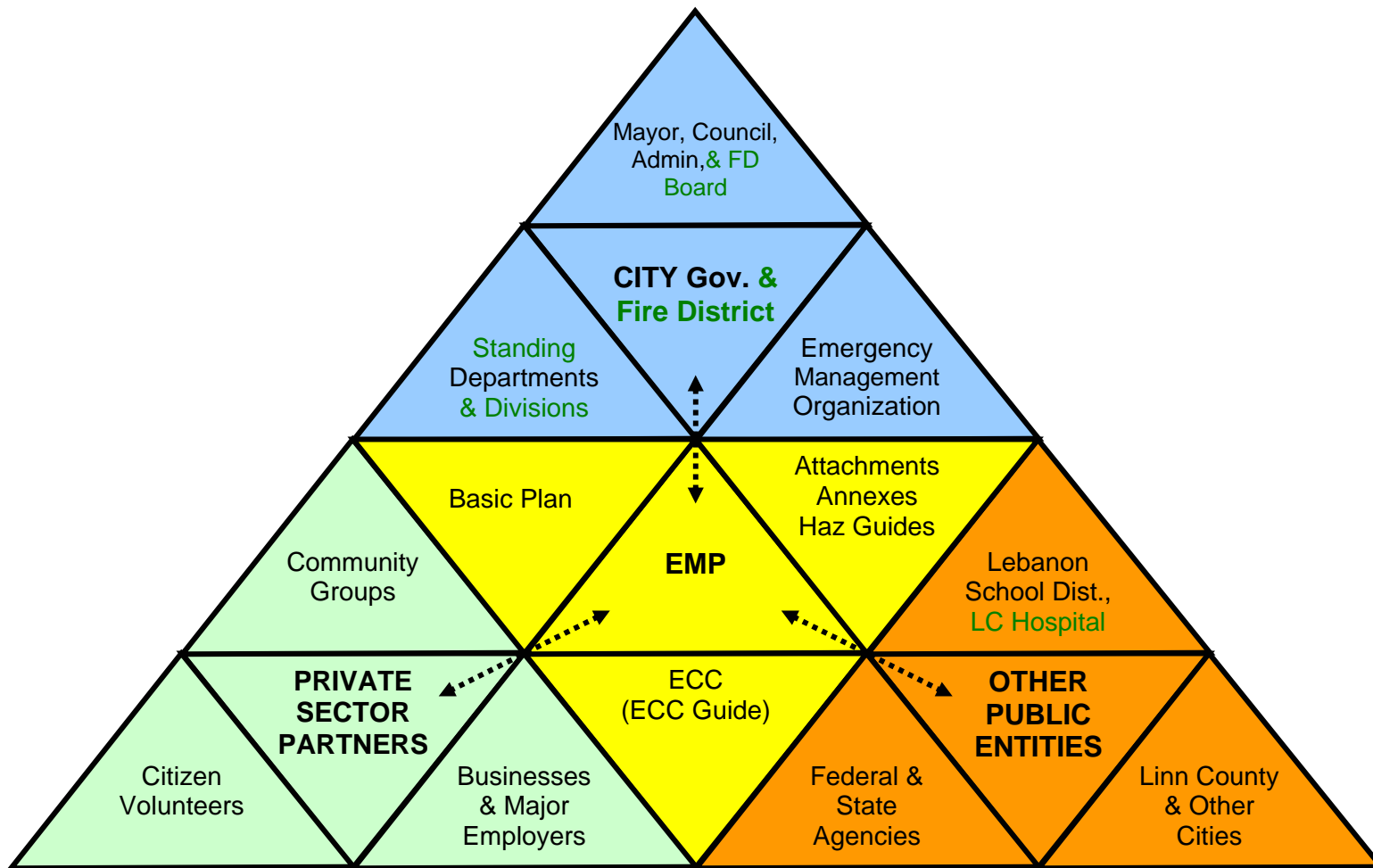
2.4 Public Entities: However, the development, maintenance and implementation of the Community Plan is also a cooperative venture with other Public Entities including, **Lebanon School District, Linn County** and **Other Cities** (e.g., through Mutual Aid Agreements), and local branches of **State and Federal Agencies** (e.g., ODOT, ODF, OSP, FAA, FBI, USFS, BLM, NRCS, OSU, LBCC, OEM).

2.5 Private Sector Partners: Truly effective emergency management also depends upon engaging and working with a variety of Private Sector Partners including **Community Groups** (e.g., Mid Valley Chapter of American Red Cross, Salvation Army, ARES), and **Citizen Volunteers**, as well as **Businesses and Major Employers** (e.g., **Lebanon Community Hospital**).

2.6 Ongoing Cooperation: Maintaining and enhancing the good working relationships with all of the above mentioned groups and jurisdictions are essential. The ongoing cooperation between the City of Lebanon, the Lebanon Fire District, the Lebanon Community School District, Lebanon Community Hospital, and Linn County in planning, training, and exercising to staff and operate an Emergency Coordination Center (ECC) for the Area exemplifies the kind of relationships upon which the effective implementation of this Plan depends.

2.7 Lebanon Area Emergency Management Team (LAEMT): The Lebanon Area Emergency Management Team (LAEMT) plays a critical role by providing a forum for such cooperative planning and training.

**Figure 2:
The Lebanon Area Community-Based Approach to Emergency Planning,
Preparedness, Mitigation, Response, and Recovery**



INTRODUCTION TO THIS PLAN

Chapter Contents

<u>Section/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 General	1
2.0 Purpose	1
3.0 Scope	2
4.0 Publication	4
5.0 Reproduction	5
6.0 Security	5
7.0 Distribution	5

GUIDE TO KEY TERMINOLOGY AND SECTIONS OF THE EMERGENCY MANAGEMENT PLAN

Chapter Contents

<u>Sections</u>	<u>Page #</u>
1.0 Key Acronyms	Key - 1
2.0 Key Sections, Figures, and Tables	Key - 1
3.0 Key Persons, Positions, Agencies, Groups, and Organizations.....	Key - 3

LEBANON AREA BASIC EMERGENCY MANAGEMENT PLAN

INTRODUCTION TO THIS PLAN

1.0 General

1.1 The Lebanon Area, like any other community and municipality, is vulnerable to a number of natural and human-caused hazards that could give rise to potentially disastrous events threatening personal injury/death and substantial property damage to citizens of the community. Such events can happen with little or no warning.

1.2 This **Emergency Management Plan** and its corresponding **Emergency Management Organization (EMO)** are intended to provide the foundation and structure for advance planning to prepare for and/or react to natural or human-caused, non-routine, emergency situations that may have potentially disastrous consequences for the community.

2.0 Purpose

The purpose of this plan is:

- 2.1** To focus attention on the ever-present potential for non-routine emergency or disaster events.
- 2.2** To provide a framework for an organized, coordinated response to non-routine emergency or disaster situations.
- 2.3** To assure that all affected organizational subdivisions of the City, Fire District, and community are aware of their responsibilities to:
 - prepare for known potential and unforeseen disasters;
 - provide response to disaster situations;
 - provide post-disaster support for recovery/redevelopment.
- 2.4** To establish uniform policies and procedures consistent with disaster plans of Linn County and the State of Oregon.
- 2.5** To provide for organized post-disaster relief operations, with short- and long-range recovery assistance from a variety of sources, including County, State, and Federal jurisdictions, and private organizations (e.g., American Red Cross, Salvation Army) if required.

3.0 Scope

3.1 Disaster or Emergency Defined

For purposes of this Plan, a “disaster” or an “emergency” is defined as ***any natural or human-caused event that produces a significant disruption of customary routine life and meets any of the following criteria:***

- A. threatens or causes injury or death to a large number of persons;
- B. threatens or causes substantial property damage;
- C. exceeds, threatens to exceed, or places extraordinary demand on the total emergency response capability of the City and the Fire District;
- D. causes recovery and redevelopment to be a long-term process;
- E. requires an emergency response beyond that considered “routine;”
- F. requires extraordinary use of resources to bring conditions back to normal.

3.2 Authority

Authority to promulgate this Plan is established in **Oregon Statutes (ORS) 401.015 – 401.580**. More specific authorities are detailed in **Chapter I** of this Plan and in the **Legal Annex**.

3.3 Overview of Hazard Analysis

3.3.1 In the autumn of 2002 the Lebanon Area Emergency Management Team conducted a hazard analysis for the community using the same methodology employed historically by Oregon’s counties and Oregon’s office of Emergency management (OEM). Of the many hazards facing the community, Severe Weather/Winter Storms, Water Supply Emergencies, Flooding, and Utility Failures (e.g., electricity, natural gas, communications) had the highest total risk and probability factors. Water Supply Emergencies and Utility Failures are often secondary disasters associated with primary emergency events such as Severe Weather/Winter Storms and Flooding. Such emergency events or occurrences may require a significant commitment of City and/or Fire District resources to neutralize the situation and restore normalcy to the affected areas.

3.3.3 In 1998, a Hazard Analysis for Linn County was concluded utilizing the same methodology. According to this Linn County Hazard analysis, the emergency or disaster event that would be expected to occur most frequently and to also pose a high threat is severe weather.

3.3.3 Additionally, severe weather presents the potential for widespread emergency or disaster impacts on the City, County, and adjacent areas. Because of its widespread impact, emergency response to severe weather must be planned, coordinated, and executed on a wide-area basis. The effects of such events are also very similar to those that could be expected from many other emergency events¹.

3.3.4 Both the Lebanon community and the County plans are designed to address All Hazards that might occur. The provisions of this Plan are in concert with the Linn County Emergency Plan. Hazard related details can be found in **Chapter II** of this Plan, and the Hazard Specific Guides, and in the Mitigation Plans (RAHMMP and Lebanon Community specific), and in the *Lebanon Area All Hazard Analysis Matrix (Sorted by Total Risk) LAEMT, September 2002*.

¹ For example, earthquakes would also have widespread effects and require broad scale planning and response.

3.4 Overview of Emergency Management and Operations

3.4.1 Concept of Emergency Management and Operations: Chapters II, IV, V and VII of this Plan define the Lebanon Area's concept of emergency management and operations. The concept of emergency operations is predicated on the principle of "graduated response" (i.e., commitment of personnel and material resources consistent with the magnitude, severity, and progression of the event that precipitates an emergency response). Both the City and Fire District's emergency operations organizational structure is designed to provide for continuity of authority (e.g., City government and governmental services), as well as effective deployment and employment of City/District resources committed to disaster response and recovery.

3.4.2 Incident Command System and NIMS: The Lebanon Area emergency operations organization is a derivative of the nationally (National Incident Management System, or NIMS) recognized Incident Command System or ICS (see **Chapter VII**). It is an organizational structure designed to be established at the time an incident occurs and expanded to meet the changing conditions and management needs of the disaster incident. The emergency operations organization, per se, has seven major functional groups: Legislative Group, Administrative Group, Incident Management Team, Operations Group, Logistics Group, Planning Group, and the Administration/Finance Group. The incorporation of the Legislative Group provides the essential element for continuity of government in emergency situations. The emergency operations of these functional groups are guided by previously developed and continually updated functional annexes – Emergency Response Functions (ERFs) -- and their Standard Operating Procedures (SOPs).

3.4.3 Emergency Coordination Center (ECC): The coordination entity of the emergency management organization's emergency operations is established in the joint City/Fire District Emergency Coordination Center (ECC). The ECC is the culmination point for direction, control, and coordination of disaster response activities that involve multi-department support and/or municipal interface with other governmental jurisdictions. Since it is unlikely that all disaster situations will require a total response of all the agencies/personnel in the emergency organization structure, the ECC may be selectively and progressively staffed as deemed appropriate to deal with specific events.

3.4.4 Departmental Operations Centers (DOCs): Operational sub-centers, called Departmental Operations Centers (DOCs) in this Plan, established within designated departments serve as extensions of their representatives in the ECC (**Chapters III & VII**). These DOCs dispatch personnel and material resources to perform fieldwork as requested or directed from the Incident Commander (IC) in the field, or the ECC. In addition, these DOCs perform staff work required to support policy and strategic objectives.

3.4.5 The Role of Departmental Standard Operating Procedures (SOPs), Emergency Response Functions (ERFs) and Hazard Specific Guides: Departmental and DOC Standard Operating Procedures (SOPs) are essential ingredients in the overall disaster planning effort. Such plans incorporate general descriptions of department responsibilities, required actions, and procedures to be followed to mobilize resources to respond to disaster situations. **Chapter III**, Subsection 2.2 (Page III-2), provides guidance for the structure and content of department and DOC plans. Further details can be found in the functional annexes or Emergency Response Functions (ERFs); also see Hazard Specific Guides for more detailed specific disaster responses.

3.5 Responsibilities

City and Fire District officials at all levels share responsibility for the planning necessary to provide for the safety and protection of life and property. This shared responsibility includes disaster preparedness and the response capabilities of all City departments, and the Fire District. Full, cooperative, and unified participation of all elements of City government, the Fire District, as well as a host of private and volunteer organizations, is essential for effective disaster response and recovery. **Chapter VIII** outlines the Emergency Response Functions (ERFs) and notes their responsible parties. **Chapters III and IX** outline the structure, duties and responsibilities of City and Fire District officials, staff, departments, agencies, and community organizations. It is incumbent on all concerned to be acquainted with the contents of this plan and to be prepared to carry out required actions.

3.6 Authority to Implement or Activate

As specified in **Chapters V and VI**, authority to implement or activate this Emergency Management Plan is vested in the City Manager, and delegated to specified designees (e.g., Director of Public Works; Police Chief) under given circumstances, and the Lebanon Fire District Chief or his/her designees (e.g., Assistant Fire Chief, Fire Marshal, Battalion Chief/Training Officer). Following established guidelines and protocol, the appropriate official(s) shall initiate notification procedures of personnel and for plan activation. Individuals, City departments, the Fire District, community organizations and agencies will be prepared to respond when notified and in the manner directed.

3.7 Activation of the Emergency Coordination Center

Upon implementation of this plan and a determination to activate the Emergency Coordination Center, numerous preparatory actions are required. **Chapters V, VI, and VII** provides details regarding procedures and preparatory tasks for the ECC staff and overall activation. Also see ECC Guide for further details.

4.0 Publication

4.1 Authority: This Emergency Management Plan is published by the office of the City of Lebanon's Director of Public Works, by authority from the City Administrator, with the full cooperation of the Lebanon Fire District. (See **Chapter I**.)

4.2 Revisions, Updates, and Additions: The City's Public Works Director, in cooperation with the Lebanon Fire District Chief, will, from time to time, issue updates, revisions, or additions to this Plan as the need arises. The overall Emergency Management Plan components (including Attachments, Addenda, Annexes, and Guides) will be reviewed for needed changes on an ongoing basis. The Basic Emergency Management Plan *per se* must be updated biannually in even numbered years (e.g., 2008, 2010, 2012) with formal adoption by the City Council, and the Fire District Board. As noted in the Basic Plan, the Attachments, Addenda, Annexes, and Guides must also be updated at least biannually in odd numbered years (e.g., 2007, 2009, 2011), but in practice much more frequently as needed; these changes do not require formal adoption by the City Council, and the Fire District Board. Departments, individuals and organizations that are part of the EMO may suggest or request changes to the Plan in writing at any time to the Public Works Director and/or Fire Chief. (See **Chapter II**.)

5.0 Reproduction

Departments, staff agencies, community groups, and others may reproduce this basic Plan, in whole or in part, for internal use as required. Those on the Distribution List will automatically receive updates and revisions, but others who make their own copies will be responsible for obtaining updates and revisions.

6.0 Security

For security reasons, some information in the Community's Emergency Management documents may not be made public.

7.0 Distribution

Distribution of this Plan, as well as subsequent revisions and updates, will be in accordance with the official Distribution List that follows the Transmittal Letter.

1.0 KEY ACRONYMS

Acronyms	Full Terminology	Location of Initial or Key Definitions
ARES	Amateur Radio Emergency System	VIII-3, X-13
BEMP	Basic Emergency Management Plan	Throughout
COL	City of Lebanon	Throughout
DA	Damage Assessment	VIII-5, X-14
DOCs	Departmental Operations Centers	II-7, V,
ECC	Emergency Coordination Center	II-7, VI, VII-8f
EMO	Emergency Management Organization	Intro, I, III, III-4, VII-2
EMP	Emergency Management Plan	Throughout
EMPC	Emergency Management Program Coordinators	I-3, II-8, X
EMPTCT	Emergency Management Planning and Training Coordinators Team	I-4, II-8, VII-11
ERF	Emergency Response Functions	VII-3, VIII, IX
ESAT	Emergency Situation Assessment Team	V-1
FEMA	Federal Emergency Management Agency	X-15
HAZMAT	Hazardous Materials	II-3, VI-2, VIII-7, X-6
IC (also EC)	Incident Commander (also EC for ECC Commander)	VII-9 (also VII-5)
ICS	Incident Command System	II-3, VII-1
IDA	Initial Damage Assessment	IV-4
IMT	Incident Management Team	II-7, III-6, V-1, V-3
LAEMT	Lebanon Area Emergency Management Team	III-7
LBNET	Linn-Benton Neighborhood Emergency Team	II-2
LFD	Lebanon Fire and Ambulance District	Throughout
LPD	Lebanon Police Department	Throughout
NIMS	National Incident Management System	II-3
OEM	Oregon Emergency Management	I-14, VI-2, VI-3
OERS	Oregon Emergency Response System	VI-2, VI-3
PIO	Public Information Officer	IV-3, VIII-4, X-11, X-12
SOPs	Standard Operating Procedures (of Departments and Fire District)	II-5
WMD	Weapons of Mass Destruction	VI-2

2.0 KEY SECTIONS, FIGURES, AND TABLES

ERF, Figure & Table Numbers	Key Sections and Figures	Location of Key Sections, Etc.
	Activation -- ECC	VI-2, VII-9
Table 7-1	Activation -- ECC Staff and Levels of Response (Table 7-1)	VII-10
	Activation -- Emergency Staff	VI-5
Figure 5-2	Activation -- Notification Tree	V-6
	Activation -- Green and Gold Teams (ECC 12 hour shifts)	VI-7
	Activation Procedures	VI-3
	Alert and Warning, and Primary ECC Activation Point (JDC)	VI-4
	Basic Assumptions, Policies & Objectives	II-4, II-5, II-6
	City "Hot Line"	V-1
	COL -- Emergency Management Ordinance	I-9, Legal Annex
	Conflagration Act	VI-3
	Damage Assessment	VIII-5, X-14
	Declaration of a Local State of Emergency	VI-3
	ECC - Emergency Coordination Center & Emergency Operations	VII-8
	ECC Command (Commander)	VII-10
	ECC Commander (EC)	VI-2, VII-5
Figure 7-2 & 3	ECC Floor Plans (Primary and Secondary)	VII-7 & VII-8
	ECC Staffing Requirements	VII-11
Figure 3-1	Emergency Management Organization (EMO)	III-3
	Emergency Management Organization (EMO) Administrative Group	III-5
	Emergency Management Organization (EMO) Legislative Group	III-6
	Emergency Management Organization (EMO) Structure	III-3

	Emergency Management Planning & Training Coordinators Team (EMPTCT)	I-4, II-8, VII-11
Figures 1-1, -2	Emergency Management Program Coordinators (EMPC) and (EMPTCT)	I-2, I-5
	Emergency Operations Communications (also see Figure 7-4)	VII-12
Figure 7-4	Emergency Operations Communications Pathways	VII-13
	Emergency Operations Organization	VII-1
	Emergency Operations Organization – Adjunct Administrative Group	VII-2, VII-4
	Emergency Operations Organization – Adjunct Legislative Group	VII-2, VII-3
	Emergency Operations Organization – Finance Section	VII-7
Figure 7-1	Emergency Operations Organization -- ICS Incident Management Organization	VII-2
	Emergency Operations Organization -- IMT	VII-5
	Emergency Operations Organization – Logistics Section	VII-6
	Emergency Operations Organization – Operations Section	VII-5
	Emergency Operations Organization – Planning Section	VII-7
	Emergency Personnel	VII-12
	Emergency Responders	IV-2
	Emergency Response Duties of Employees -- COL Employee Handbook	VI-9
Figure 5-1	Emergency Situation Assessment Team (ESAT)	V-2
ERF # 1	ERF # 1: Transportation	VIII-3 (+ Annex)
ERF # 2	ERF # 2: Communications/Alert and Warning	VIII-3 (+ Annex)
ERF # 3	ERF # 3: Public Works and Engineering	VIII-3 (+ Annex)
ERF # 4	ERF # 4: Fire and Emergency Medical Services	VIII-4 (+ Annex)
ERF # 5	ERF # 5: Planning – (5.1) Planning & Training; (5.2) Emergency Public Information/Alert & Warning; (5.3) Damage Assessment	VIII-4 & 5 (+ Annexes)
ERF # 6	ERF # 6: Mass care and Human Services (6.1 7and 6.2)	VIII-5 & 6 (+ Annex)
ERF # 7	ERF # 7: Resource Management – (7.1) Procurement & Record Keeping; (7.2) Distribution During and Emergency Event	VIII-6 (+ Annex)
ERF # 8	ERF # 9: Health and Medical	VIII-6 (+ Annex)
ERF # 9	ERF # 9: Search and Rescue	VIII-7 (+ Annex)
ERF # 10	ERF # 10: Hazardous Materials	VIII-7 (+ Annex)
ERF # 11	ERF # 11: Food and Potable Water Resources	VIII-8 (+ Annex)
ERF # 12	ERF # 12: Energy and Utilities	VIII-8 (+ Annex)
ERF # 13	ERF # 13: Public Safety	VIII-9 (+ Annex)
Table 8-1	ERF Overview (Table 8-1)	VIII-2
Table 8-2	ERF Summary of Primary Responsibilities (Table 8-2)	VIII-10
ERF “14”	ERF Supplemental Guide for Coordination of Volunteers	VIII-9 (+ Annex)
	ERFs and ICS	VII-3, VIII-1, IX
	Hazards	II-3 (+ Guides)
	Incident Commander	VII-9
	Incident Management – Outline of steps for	VI-4
	Initial Responsibilities of ALL Staff in an Emergency	V-1
(Table 6-1)	Lead Agencies & Types of Emergency Incidents & Disasters	VI-1, VI-2
	Level (1) One Incidents and Response	V-3
	Level (2) Two Incidents and Response	V-4
Table 5-3	Level (2) Two Emergency Activation Thresholds	V-5
	Level (3) Three Incidents and Response	V-7
Table 5-4	Level (3) Three Emergency Activation Thresholds	V-8
	Lines of Succession	I-10
	Mutual Aid and Mutual Aid Agreements	I-13
	Phase -- Mitigation	IV-1
	Phase -- <i>Planning</i>	IV-6
	Phase -- Preparedness	IV-2
	Phase -- Recovery	IV-5
	Phase -- Response	IV-3
	Plan Development & Review	II-8
	Priorities	II-1, II-2
	Severity of Incidents	V
	Severity of Incidents and Automatic Activation Thresholds or “Triggers”	V-4, V-6, V-9
	Training and Exercises	II-9, II-10

3.0 KEY PERSONS, POSITIONS, AGENCIES, GROUPS, AND ORGANIZATIONS

ERF, Figure & Table Numbers	Key Persons, Positions, Agencies, Groups, And Organizations (See Index for Complete Listing of Locations)	Location of Some Key References (Also see VIII-9)
	American Red Cross (Mid Valley Chapter)	VIII-5, X-16
	COL – Chief of Police	III-2, VIII-2, X-3
	COL -- City Administrator	III-1, X-2, X-11
	COL – City Attorney	III-5, X-10
	COL -- City Council	III-1, III-5, X-1
	COL – City PIO	III-5, VIII-4, X-11
	COL – Finance Director	III-5, VIII-6, X-15
	COL – Library Services Director	VIII-4, VIII-9, X-12
	COL – LPD Communications Supervisor	VIII-2, X-13
	COL -- Mayor	III-1, X-1
	COL – Personnel & Risk Manager	III-1,
	COL – Personnel & Risk Manager	III-1, III-5, X-11
	COL – Police Department	VI-1, VIII-2, X-5
	COL – Public Works Department	VI-1, VIII-2, X-9
	COL -- Public Works Director	III-2, VIII-2, X-8
	COL – PW Assistant Director (or Priority Projects Manager)	VIII-2
	COL – PW Building Inspector	VIII-2
	COL – PW Community Development Manager	VIII-2, VIII-5, X-14
	COL – PW Environmental Operations Manager	VIII-2
	COL – PW Maintenance Division Manager	VIII-2, X-17
	COL – PW Parks and Recreation Supervisor	VIII-2
	COL – PW Senior GIS Staff (or GIS Specialist)	VIII-2
	COL – Senior Center Manager	VIII-2, VIII-9
	Community Services Consortium	VIII-2, X-16
Figure 3-1	Emergency Management Organization	III-4
Table 8-1	ERF Overview (Table 8-1)	VIII-2
Table 8-2	ERF Summary of Primary Responsibilities (Table 8-2)	VIII-10
	Lebanon Community Boys and Girls Club Director	VIII-9
	Lebanon Community Hospital	VII-12, VIII
	Lebanon Community Hospital PIO	VIII-2
	Lebanon Community School District	VII-12, VIII
	Lebanon Community School District PIO	VIII-2VIII-4
	Lebanon Fire District (LFAD)	III-1, VI-1, VIII-4, X-6
	Lebanon Fire District Chief	III-3, III-3, VIII-2
	LFD District Board	III-5, III-6, VII-3, VII-4
	Linn County Emergency Management Agency & Coordinator	III-1, III-7, X-19
	Linn County Health Administrator	VIII-2, VIII-6, X-18
	Linn County Medical Examiner	II-8
	Linn-Benton Food Bank	VIII-2, VIII-8
	Senior City Staff	VII-4
	Utility Representatives	VIII-2, VIII-8

**PART ONE
ADMINISTRATIVE OVERVIEW**

Chapter I: Authority and Administration

Chapter Contents

<u>Section/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 Introduction.....	I-1
Figure 1-1: Authority and Details of Structure For Emergency Management Program	I-3
2.0 Authority: An Overview	I-4
Figure 1-2: Overview of Structure for Day to Day Maintenance of EM Program	I-5
3.0 Promulgation of Authority.....	I-6
3.1 Federal.....	I-6
3.2 State Emergency Management and Services.....	I-6
3.3 Local Authority	I-9
4.0 Lines of Succession for Purposes of This Emergency Management Plan	I-9
4.1 City of Lebanon and Fire District.....	I-9
4.2 Departmental Lines of Succession.....	I-9
5.0 General Jurisdictional Responsibilities	I-10
5.1 City	I-10
5.2 City Emergency Authority.....	I-10
5.3 Fire District Emergency Authority.....	I-11
5.4 State Government.....	I-12
5.5 Federal Government	I-12
5.6 Agencies and Mutual Aid	I-12
Figure 1-3: Overview of Request Process for Operational Assistance.....	I-13

LEBANON AREA BASIC EMERGENCY MANAGEMENT PLAN

PART ONE: ADMINISTRATIVE OVERVIEW

Chapter I. Authority and Administration

1.0 Introduction

1.1 Promulgation Declaration

1.1.1 It is understood that no plan can replace the common sense and good judgment necessary for effective response under a variety of emergency conditions. For this reason, the Emergency Management Plan (EMP) is intended as a guideline for emergency operations. Circumstances may indicate that deviations from this Plan might occur depending on: (1) the scope and magnitude of the emergency; (2) the area and population affected; (3) the availability of resources; or (4) whenever, in the judgment of responding public officials, such deviation is critical for the protection of life, the infrastructure, the environment and property.

1.1.2 This Plan is issued under the authority vested with the Lebanon City Council and under the authority of the Lebanon Fire District Board at the recommendation of City and Fire District staff and officials involved in the Emergency Management Organization (EMO). The Plan shall be reviewed in its entirety at least biannually (every other year) with formal adoption of the revised Plan scheduled for the month of December in even-numbered years. Revisions to the Annexes, Guides, Attachments and Appendices shall be made as needed and require no formal action by the City Council or Fire District Board. All Annexes, Guides and Appendices shall be reviewed at least biannually (**in odd-numbered years**) by all tasked City Departments, the Fire District, and other agencies or organizations, as appropriate.

1.1.3 Revisions to the Emergency Management Plan, Annexes, Guides, Attachments and Appendices shall be distributed to all Plan holders by the City of Lebanon Public Works Department with the assistance of the other assigned Departments and the Fire District. Not all procedures, notification lists, and checklists will be distributed to all Plan holders (see Distribution List). Confidential information, or that requiring frequent updating, will be available in the Master copy of the EMP maintained by the Public Works Director or the designee. A copy of the EMP will be available at all times in the Emergency Coordination Center (ECC).

1.2 General Information

1.2.1 Pursuant to the provisions of Oregon Revised Statutes, Chapter 401, the responsibility for preparation and response to major emergencies within the City of Lebanon is vested with the City Council and delegated to the City Administrator (the City's Emergency Management Program Director). As delegated by the City Administrator, the Lebanon Public Works Director will serve as the City's Emergency Management Program Manager, and is therefore charged with overall responsibility for development and implementation of an all-hazards emergency management program and plan in the City of Lebanon. These tasks and responsibilities shall be carried out in concert with the Police Chief, and other Department heads as appropriate. As illustrated in **Figure 1-1**, the Public Works Director may, in part, further delegate emergency management responsibilities to other Public Works personnel, and other City staff (in concert with other Department heads) as deemed appropriate. Specific emergency management tasks may become part of employee's official job descriptions. The implementation and responsibility of emergency management tasks shall be shared with the Lebanon Fire District Chief under the terms of the official Emergency Management Memorandum of Understanding between the City and the Fire District.

1.2.2 The Lebanon Area EMP is a document that provides the basic framework to guide departments, agencies, and organizations having emergency responsibilities in their efforts to mitigate, prepare for, respond to, and recover from any major emergency or disaster which may affect all or parts of the City and larger community served by the Fire District. This Plan is developed under the concept of integrated emergency management; that is, it is intended to address all hazards, all disciplines, all emergency phases, and all areas of the community.

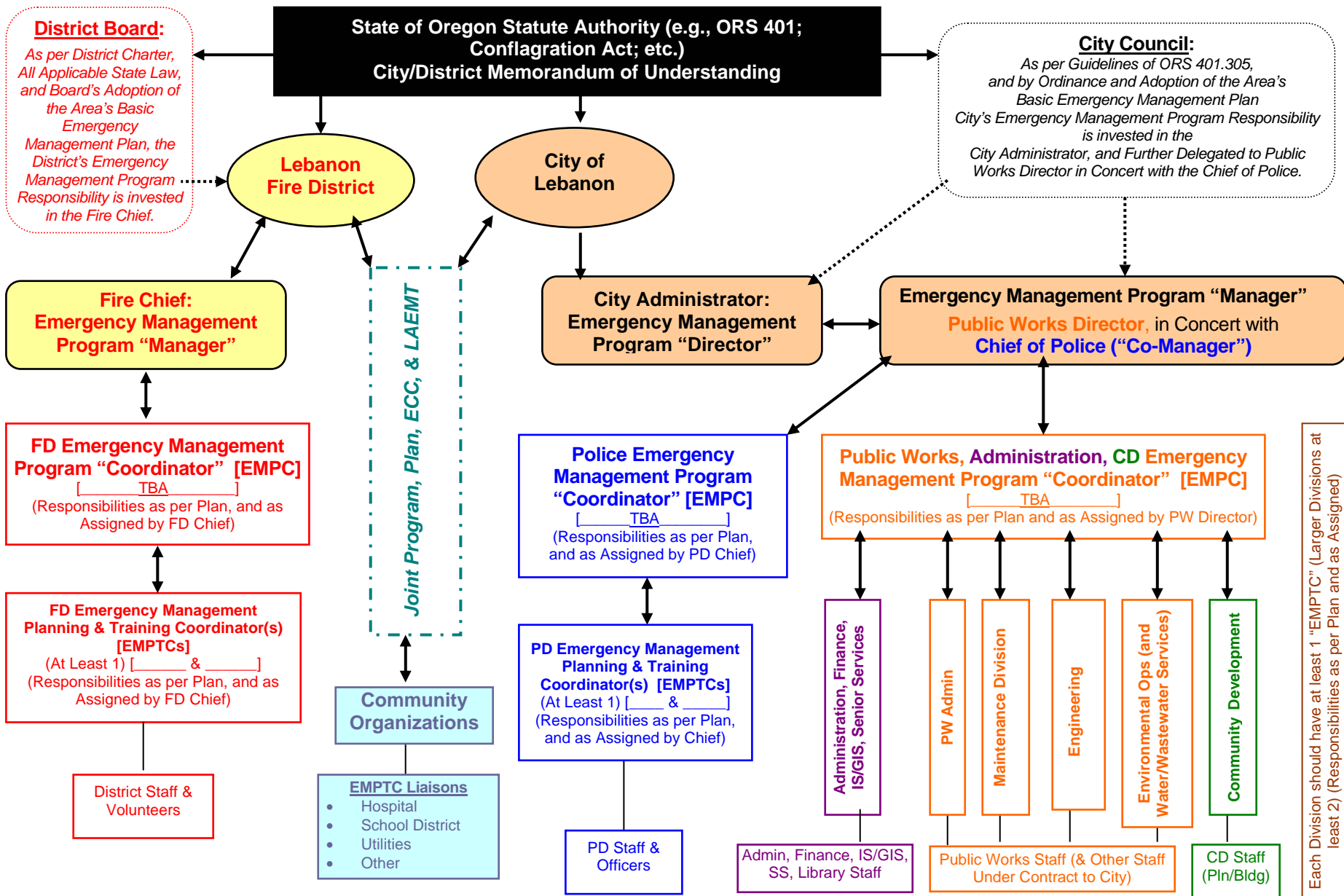
1.2.3 The Basic Plan identifies authorities and references, defines operational conditions, describes the joint Emergency Management Organization of the City and Fire District, describes emergency responsibilities, and provides a concept of operations utilizing the National Incident Management System (NIMS) Incident Command System (ICS).

1.2.4 Annexes outline specific emergency response functions, describe tasks, and describe methods by which emergency functions will be accomplished.

1.2.5 Guides outline specific emergency functions, describe tasks, and describe methods by which emergency response will be accomplished vis-à-vis specific hazards (e.g., floods, winter storms) or specialized functions (e.g., setting up and managing the ECC).

1.2.5 Appendices, Attachments, Addenda, and related documents supplement information and actions outlined in the Plan and Annexes by providing guidelines to assist in carrying out appropriate emergency activities under specific emergency conditions (contingency plans) or by detailing specific operating procedures.

Figure 1-1: Authority and Details of Structure for Maintenance, Enhancement, and Implementation of the Lebanon Area Joint (City & Fire District) Emergency Management Program and Plan



2.0 Authority: An Overview

2.1 Lebanon City Council and Lebanon Fire Board: This Plan has been approved by the Lebanon City Council, and Fire District Board. Within the City, the Public Works Department, in concert with the Police Department, has been delegated the lead agency in the City's Emergency Management Organization (EMO). The Fire District also stands as a co-lead agency.

2.2 Lebanon Public Works Director as City's Emergency Program Manager: The Public Works Director has been given authority and responsibility by the Lebanon City Administrator for the organization, administration, and operations of the Emergency Management Program and the Emergency Management Organization (EMO). The other City Departments shall assist. (See **Figure 1-1.**)

2.3 Lebanon Police Chief as City's Co-Emergency Program Manager: The Police Chief has been charged by the Lebanon City Administrator to act in concert with the Public Works Director as the Co-Emergency Program Manager, and has such shares (especially within the Police Department) the authority and responsibility for the organization, administration, and operations of the Emergency Management Program and the Emergency Management Organization (EMO). The other City Departments shall assist. (See **Figure 1-1.**)

2.4 Lebanon Fire District Chief as District's Emergency Program Manager: As per District Charter, All Applicable State Law, and the Board's adoption of the Area's Basic Emergency Management Plan, the District's Emergency Management Program Responsibility is invested in the Fire Chief who assumes the District's authority and responsibility for its role in the joint organization, administration, and operations of the Emergency Management Organization (EMO) with the City. (See **Figure 1-1.**)

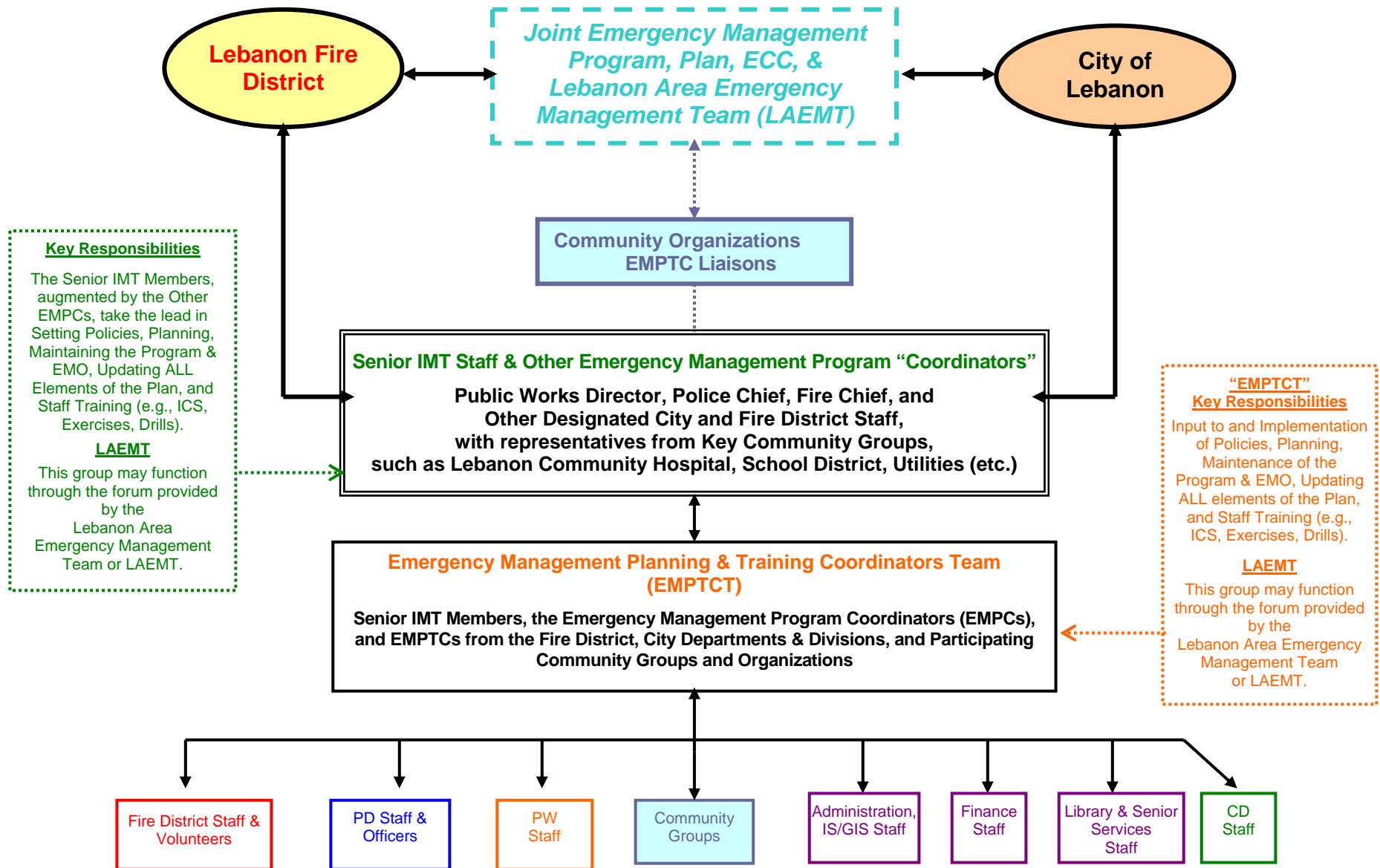
2.5 Emergency Management Program Coordinators (EMPCs): The senior EMO officials¹ and others so designated comprise the Emergency Management Program Coordinators Team. The Emergency Management Program Coordinators shall have overall responsibility for development and implementation of the Area's all-hazards emergency management program, organization, and documents (see **Figures 1-1 and 1-2.**)

2.5 Emergency Management Planning and Training Coordinators: Emergency Management Planning and Training Coordinators shall be appointed by the Department heads/Division Managers and the Fire Chief to be responsible for the day-to-day operation of the City and Districts' Emergency Management Program activities. Department Heads/Division Managers may delegate responsibility or designate themselves as their Department's primary Emergency Management Planning and Training Coordinator. Larger Departments may find it essential to appoint a second (co- or assistant) Emergency Management Planning and Training Coordinator (see **Figures 1-1 and 1-2.**)

2.6 Emergency Management Organization (EMO): The EMO will assist the Emergency Management Program Coordinators and the Emergency Management Planning and Training Coordinators carry out their duties and responsibilities. (See Chapter III for further details on the EMO.)

¹ Most members of this group also function as the core of the Incident Management Team (IMT) – see Chapter III.

Figure 1-2: Overview of Structure for Day-to-Day Planning, Maintenance, Enhancement, and Implementation of the Lebanon Area Joint (City & Fire District) Emergency Management Program and Plan



3.0 Promulgation of Authority -- The organizational and operational concepts set forth in this Plan are promulgated under the following authorities²:

3.1 Federal

- 3.1.1 Federal Civil Defense Act of 1950, PL 81-950 as amended.
- 3.1.2 The Disaster Relief Act of 1974, PL 93-288 as amended.
- 3.1.3 Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707.
- 3.1.4 Title III, of the Superfund Amendments and Reauthorization Act of 1986, (SARA), PL 99-499 as amended.
- 3.1.5 Code of Federal Regulations (CFR), Title 44. Emergency Management Assistance.
- 3.1.6 EO 12656, Assignment of Emergency Preparedness Responsibilities, of November 18, 1988.
- 3.1.7 EO 12472, Assignment of National Security and Emergency Preparedness Telecommunications Functions, of April 3, 1984.

3.2 State Emergency Management and Services – Selected Sections of Oregon Revised Statutes (ORS) 401.015 through 401.580.

3.2.1 Overview of Emergency Management

ORS Section 401.015 to 401.580: Emergency Management and Services Act

ORS Section 401.025: Emergency Defined in Broad Terms. Emergency Services include those activities provided by state and local government agencies with emergency operational responsibility to prepare for and carry out any activity to prevent, minimize, respond to, or recover from an emergency. They include: coordination, planning, training, liaison, firefighting, cleanup, law enforcement, health and sanitation services, search and rescue, warning, and fiscal management. **Emergency** includes any manmade or natural event or circumstances causing or threatening loss of life, injury to person or property, human suffering, or financial loss. **Emergency services worker** means an individual who, under the direction of an emergency service agency or emergency management agency, performs services and is a registered or an independent volunteer serving without compensation and is accepted by the division or is a member of the Oregon National Guard Reserve acting in support of the emergency services system. **Injury** means any personal injury sustained by an emergency service worker by accident, disease, or infection arising out of and in the course of emergency services.

² See Legal Annex for full details, and complete text of the current version of ORS 401, Municipal Code XXXX, and other key legal documents. It is important to note that the Oregon Legislature amends ORS 401 from time to time. The provisions of the most recent amended versions always prevail. Likewise, the U.S. Congress periodically amends the Federal Regulations governing emergency management – again, the current amended version always prevails.

3.2.2 Obligations and Responsibilities of Counties for Emergency Management:

401.305: Emergency Management Agency of County or City; Emergency Program Manager; Coordination of Emergency Management Functions. Each county of this state shall, and each city may, establish an emergency management agency which shall be directly responsible to the executive officer or governing body of the county or city. The executive officer or governing body of each county or any city which participates shall appoint an emergency program manager who shall have responsibility for the organization, administration, and operation of such agency, subject to the direction and control of the county or city. The local governing bodies of counties and cities that have both city and county emergency management programs shall jointly establish policies which provide direction and identify and define the purpose and roles of the individual emergency management programs, specify the responsibilities of the emergency program managers and staff, and establish lines of communication, succession, and authority of elected officials for an effective and efficient response to emergency conditions. Each emergency management agency shall perform emergency program management functions within the territorial limits of the county or city and may perform such functions outside the territorial limits as required under any mutual aid or cooperative assistance agreement or as authorized by the county or city. Such emergency management functions shall include, as a minimum, coordination of the planning activities necessary to prepare and maintain a current emergency operations plan, management and maintenance of emergency operating facilities from which elected and appointed officials can direct emergency and disaster response activities, and establishment of an incident command structure for management of a coordinated response by all local emergency service agencies.

401.315 – Counties (& Cities) authorized to Incur Obligations for Emergency Services: In carrying out the provisions of ORS 401.015 to 401.105, 401.260 to 401.325, and 401.355 to 401.580, counties or cities may enter into contracts and incur obligations necessary to mitigate, prepare for, respond to, or recover from emergencies or major disasters.

401.325 - Emergency Management Agency Appropriation: Tax Levy: (1) Each county and city may make appropriations, in the manner provided by law for making appropriations for the expenses of the county or city, or the payment of expenses of its emergency management agency and may levy taxes upon the taxable property within the county or city. (2) An appropriation made under subsection (1) of this section shall be budgeted so that it is possible to identify it as a distinguishable expense category.

401.335 - Temporary Housing for Disaster Victims; Political Subdivision's Authority: Any political subdivision of this state is expressly authorized to acquire, temporarily or permanently, by purchase, lease, or otherwise, sites required for installation of temporary housing units for disaster victims, and to enter into arrangements necessary to prepare or equip such sites to utilize the housing.

3.2.3 Immunities

ORS Section 401.145: Immunity Granted For Removal Of Debris.

ORS Section 401.170: Immunity Granted To State And Local Jurisdictions During An Emergency. No liability for the use of buildings or property. Employees and volunteers are granted immunity from civil suit during emergency activities.

ORS Section 401.515: During the existence of an emergency, the state and any local government, any agent thereof or emergency service worker engaged in any emergency services activity, while complying with or attempting to comply with this statute or any rule promulgated under those sections, shall not, except in cases of willful misconduct, gross negligence or bad faith, be liable for the death or injury of any person, or damage or loss of property, as a result of that activity. Immunity granted for those who allow their property to be used during an emergency (1983).

3.2.4 Compensation

ORS Section 401.375: Refers To Emergency Services To Include Time In Training.

ORS Section 401.355: Emergency service workers may apply for and receive benefits for injuries sustained in emergency service.

ORS Section 401.295: Procedure for paying benefits to emergency service workers who sustain injury.

3.2.5 Powers of the Governor:

ORS Section 401.035 (1983): The governor is responsible for the emergency services system. The executive officer of the governing body of each county or city of the state is responsible for the emergency services system within that jurisdiction.

ORS Section 401.055: The Governor may declare a state of emergency by proclamation.

ORS Section 401.065: The Governor has complete authority over all executive agencies of the State and may use police powers. May suspend state rules.

ORS Section 401.074: The Governor may make housing available during an emergency.

ORS Section 401.085: The governor may issue, amend, and enforce rules during an emergency. May take any action that may be necessary for the management of resources following an emergency.

ORS Section 401.105: The Legislature may terminate a state of emergency at any time by a joint resolution.

ORS Section 401.115: The Governor may assume complete control of all emergency operation, police, and law enforcement activities at the local level.

ORS Section 401.145: The Governor is permitted to remove debris.

ORS Section 401.505: The Governor may accept gifts for emergency services.

3.3 Local Authority

3.3.1 City Formal Approval: The Lebanon Council has formally approved and accepted this Plan (See Transmittal Letter at the beginning of this Basic EMP, and Section 1.0 of Attachments for Adoption Letter).

3.3.2 City of Lebanon Municipal Code: See Legal Annex (Addenda 6) for complete text.

3.3.3 District Formal Approval: The Lebanon Fire District Board has formally approved and accepted this Plan (See Transmittal Letter at the beginning of this Basic EMP, and Section 1.0 of Attachments for Adoption Letter).

3.3.4 Lebanon Fire District Resolution: See Legal Annex (Addenda 6) for complete text.

4.0 Lines of Succession for Purposes of This Emergency Management Plan

4.1 City of Lebanon and Fire District

4.1.1 In the event that the **City Administrator, or the designee**, is unavailable or unable to perform the duties outlined in the City's Emergency Ordinance, the duties shall be performed by those officials designated in the line of succession established by City Municipal Code.

4.1.2 In the event that the **Fire District Chief, or the designee**, is unavailable or unable to perform the duties outlined in the District Resolution the duties shall be performed by those officials designated in the line of succession established.

4.2 Departmental Lines of Succession for the Emergency Management Plan and Program

4.2.1 City Department Heads: The head of each City Department shall establish, post and disseminate a written ongoing line of succession of authority for that Department. Records of such designation will be provided to the EMO via the Public Works Director annually or whenever changes are required. Changes will then be disseminated to all the Senior EMO officials and the Emergency Management Planning and Training Coordinators.

4.2.2 Fire District Chief: The District Chief shall establish, post and disseminate a written ongoing line of succession of authority for the District. Records of such designation will be provided to the EMO via the Public Works Director annually or whenever changes are required. Changes will then be disseminated to all the Senior EMO officials and the Emergency Management Planning and Training Coordinators.

4.2.3 Designation of Other Individuals During an Emergency: If during an emergency, the City Administrator determines that another individual is better suited to assume the emergency responsibilities of a delegated position within the City, another designee may be designated in writing. If during an emergency, the District Chief determines that another individual is better suited to assume the emergency responsibilities of a delegated position within the District, another designee may be designated in writing.

4.2.4 State Law and Lines of succession: Lines of succession of authority within the City and the Fire District shall be in accordance with State law and with the emergency plans developed by the Lebanon Area Emergency Management Team.

5.0 General Jurisdictional Responsibilities

5.1 City

5.1.1 In accordance with City ordinances, the City's Emergency Management Program and Emergency Management Organization (EMO) shall operate under the direction of the City of Lebanon Public Works Director, in concert with the Police Chief, in cooperation with the EMO of the Fire District (see **Figure 1-1**).

5.1.2 Under the leadership of the Public Works Director (in concert with the Police Chief), the Emergency Management Program Coordinators (EMPCs) and the Emergency Management Planning and Training Coordinators (EMPTCs) shall be responsible for the day-to-day operation of the city's emergency management (see **Figures 1-1**, and **1-2**).

5.1.3 All Departments of the City, plus other agencies or individuals who may perform specialized emergency functions, shall be a part of the City's Emergency Management Organization (EMO) and shall participate in emergency management activities including mitigation, preparedness, response and recovery planning, training and exercising.

5.1.4 If local resources are insufficient to respond to an emergency, Mutual Aid Agreements with neighboring jurisdictions, the County, State and Federal assistance may be requested. Except for fire and HAZMAT assistance, requests for state and federal aid shall be made by the County to Oregon Emergency Management (see **Figure 1-3**, page I-13).

5.2 City Emergency Authority

5.2.1 In accordance with City ordinances and the provisions of this plan, the Lebanon City Administrator or their designee is responsible for the direction and control of their local resources during emergencies.

5.2.2 The Lebanon City Administrator or their designee is responsible for requesting additional resources not covered under mutual aid for emergency operations. Such requests shall be directed to Linn County Emergency Management Agency (**Figure 1-3**).

5.2.3 Under ORS 401, Lebanon, may establish an emergency management agency and appoint an emergency program manager. The City has exercised this authority as embodied in this plan and in City Ordinance.

5.2.4 The City of Lebanon shall at all times maintain a current record with the County Emergency Management Manager of the individual(s) responsible for emergency management activities within the City.

5.2.5 If the City's emergency resources are insufficient or the City fails to act, County resources may be deployed under the direction of the County to respond should emergency conditions exist that threaten residents of Lebanon (see ORS 401.015).

5.2.6 During a City declared disaster, control is NOT relinquished to County or State authority. Responsibility for control remains on the local level for the duration of the event. Some responsibilities may be shared under mutual consent.

5.3 Fire District Emergency Authority

5.3.1 In accordance with the District's Charter, the District's Emergency Management Organization (EMO) shall operate under the direction of the Chief, in cooperation with the EMO of the City of Lebanon.

5.3.2 Under the leadership of the District Chief, the District's Emergency Management Planning and Training Coordinators, will work with the City's Senior EMO officials and Emergency Management Planning and Training Coordinators to jointly be responsible for the day-to-day operation of the Area's emergency management.

5.3.3 All Fire District personnel shall be a part of the Area's Emergency Management Organization (EMO) and under the direction of the District Chief shall participate in emergency management activities including mitigation, preparedness, response and recovery planning, training and exercising.

5.3.4 If local resources are insufficient to respond to an emergency, additional resources may be requested through mutual aid agreements. (see **Figure 1-3**, page I-13).

5.3.5 The Fire District Board is responsible for the direction and control of their local resources during emergencies.

5.3.6 The Fire Chief (or their designee) of the Lebanon Fire District is responsible for requesting additional resources not covered under mutual aid for emergency operations.

5.3.7 Under terms of the Conflagration Act, the Fire District Chief may request additional assistance through the County Fire District Chief to the State fire Marshall's Office.

5.3.8 The District chief shall at all times maintain a current record with the City of Lebanon Public Works Director of the individual(s) responsible for emergency management responsibilities that are part of the area's Emergency Management Plan (e.g., the District's Emergency Management Planning and Training Coordinators).

5.4 State Government

5.4.1 Under the provisions of ORS 401, the Governor has broad authority and responsibility for the direction and control of all emergency activities in a State declared emergency (see pages 5 and 6).

5.4.2 State assistance may be requested whether or not a local Emergency Declaration has been or will be made, provided that all appropriate local resources have been utilized (see **Figure 1-1**, page 11).

5.4.3 With but two exceptions, requests for State assistance shall be made only by Linn County. If the emergency is the result of a major fire or hazardous materials event (HAZMAT), requests for mobile support may be made directly to the State Fire Marshal's Office by the Linn County Fire Chief under the State Fire Mobilization Plan.

5.4.4 Requests for a Presidential Disaster Declaration may be made by the Governor once it becomes apparent that local and state emergency resources are inadequate to effectively address the situation (see **Figure 1-3**).

5.5 Federal Government

5.5.1 Requests for Federal disaster assistance shall be made by the Governor to the President. Federal assistance may be requested and some provisions of the Federal Response Plan implemented prior to the formal declaration of a disaster (see **Figure 1-3**).

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

5.6 Agencies and Mutual Aid

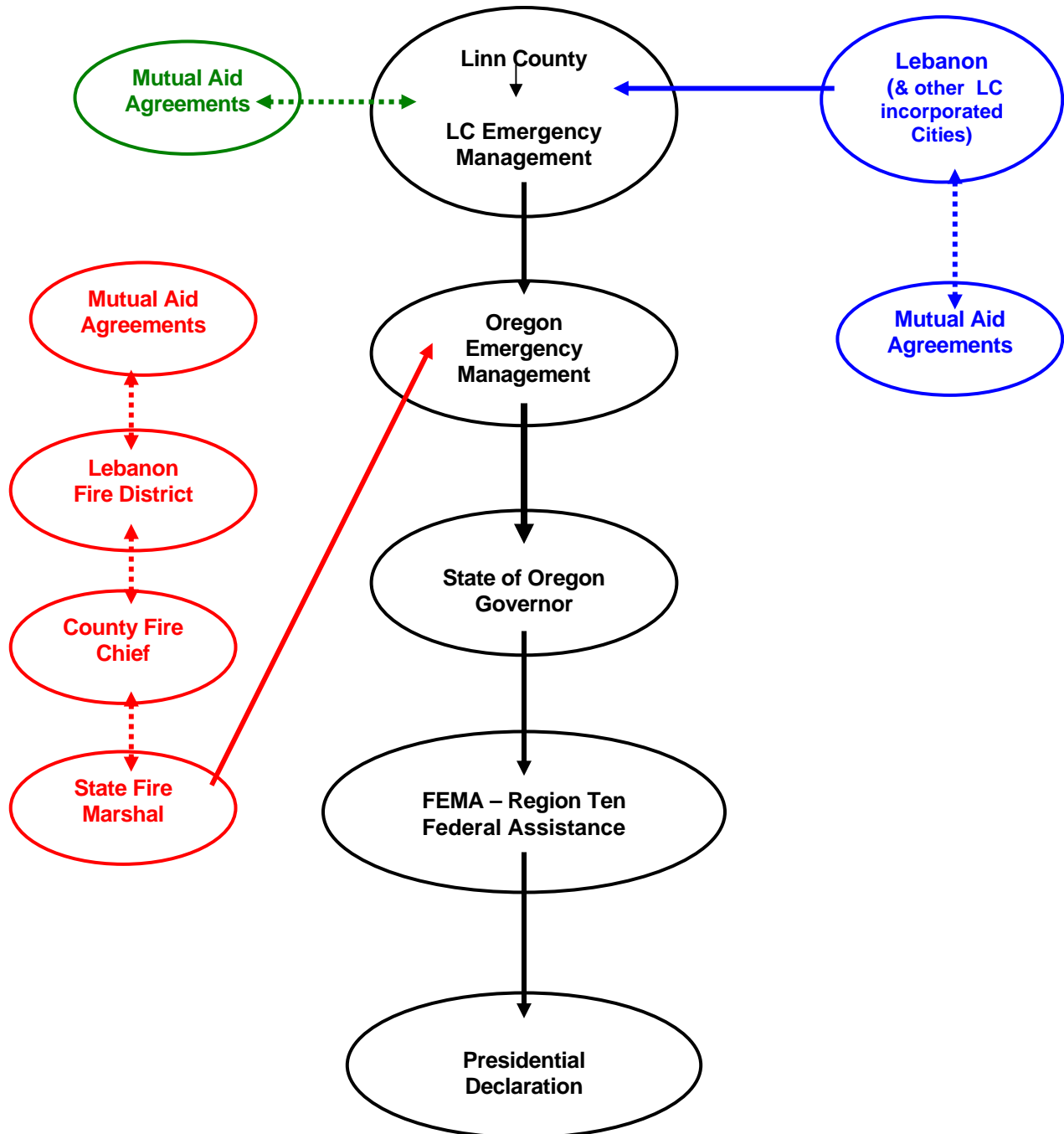
5.6.1 Volunteer disaster relief organizations, private institutions and business and industry may be called upon to support the community-wide emergency organization.

5.6.2 Use of private resources available on a community-wide basis shall be coordinated by the Lebanon Area Emergency Management Organization.

5.6.3 As a signatory to Intergovernmental Mutual Aid Agreements for Emergency Management with other cities and counties in the Region, and the Lebanon Fire District, the **City of Lebanon** will participate with other emergency management agencies in the surrounding area to address problems that could result from a region-wide emergency.

5.6.4 As a signatory to Mutual Aid Agreements for Emergency Management with others the City of Lebanon and other Fire Districts in the Region, the **Lebanon Fire District** will participate with other emergency management agencies in the surrounding area to address problems that could result from a region-wide emergency.

**Figure 1-3:
Overview of Request Processes and Channels For
Requesting Operational Assistance**



**CHAPTER II:
EMERGENCY MANAGEMENT PLANNING and POLICIES**

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 Purpose and Emergency Management Objectives of Plan	II-1
2.0 Priorities, Concepts and Policies.....	II-1
2.1 Overview	II-1
2.2 Prioritization of Resources	II-2
2.3 Importance of Local Self-sufficiency	II-2
2.4 Overall Concept of Emergency Operations and Organization for Response.....	II-3
2.5 Overall Philosophy of Emergency Management.....	II-3
3.0 Hazard Situation – A Synopsis	II-3
4.0 Assumptions	II-4
5.0 Lebanon Area Emergency Management Policy	II-5
5.1 General Policies.....	II-5
5.2 Formal Policy Statement	II-5
5.2.1 Purpose: Lebanon Area Emergency Management Planning & Operations	II-5
5.2.2 Objectives: Lebanon Area Emergency Management Planning & Operations. II-6	II-6
6.0 Coordination.....	II-7
6.1 City Emergency Operations	II-7
6.2 City/County Emergency Operations.....	II-7
6.3 City Departmental Operations (DOCs).....	II-7
6.4 Collection/Dissemination of Information on Injuries, Fatalities, & Missing Persons.....	II-8
7.0 Plan Development and Review, Training and Exercises.....	II-8
7.1 Plan Development and Review	II-8
7.2 Training and Exercises.....	II-9

CHAPTER II. EMERGENCY MANAGEMENT PLANNING and POLICIES

1.0 Purpose and Emergency Management Objectives of Plan

1.1 Purpose

This Plan defines in a straightforward manner **who** does **what** in order to mitigate, prepare for, respond to, and recover from the effects of emergency situations created by natural and human-caused disasters and other major incidents, so as to preserve life and minimize damage.

1.2 Objectives

Specifically, the major Emergency Management Objectives of the Lebanon Area EMP include:

- 1.2.1** Establish responsibilities and requirements for City government, the Fire District, and other public and private agencies during times of emergency.
- 1.2.2** Provide guidance for the emergency activities of the community, and promote preparedness within the community.
- 1.2.3** Provide the organizational framework for minimizing personal injury or property damage resulting from the occurrence of an emergency by outlining the emergency actions to be taken by City Departments, the Fire District, and other public and private agencies.
- 1.2.4** Provide the organizational framework for returning the community to its normal state of affairs following an emergency event.

2.0 Priorities, Concepts and Policies

2.1 Overview

2.1.1 Overall Philosophy: It is the responsibility of government to minimize the impacts on life and property from the effects of hazardous events. Local government, in close cooperation with the Fire District, has the primary responsibility for emergency management activities.

- This Plan is based upon the concept that the emergency functions for the various agencies involved in emergency management will generally parallel normal day-to-day functions.
- To the extent possible, the same personnel and material resources will be employed in both cases.
- Functions that do not contribute directly to the response to and recovery from an emergency may be suspended for the duration of any emergency.
- The efforts (e.g., personnel and resources) that would normally be required for those functions may be redirected to the accomplishment of emergency tasks by the agency concerned.

2.1.2 Readiness: Emergency situations can arise with advance notice or with no warning. As a result, the organization and operations procedures outlined in this Plan shall be maintained in a status appropriate for immediate implementation.

2.2 Prioritization of Resources

Effective emergency management will require the cooperation and coordination of all City Departments, the Lebanon Fire District, and may involve the Lebanon School District, the Lebanon Community Hospital, and other community entities, as well as Linn County agencies, the State of Oregon, and other impacted cities. Activation of Linn County's Emergency Management Organization assumes that emergency conditions exist that are impacting or may impact a large population or area that extends beyond the City of Lebanon's jurisdictional boundaries. In such a scenario, several separate emergency service agencies will likely be involved and critical resources may become scarce. Accordingly, in many emergency situations the Lebanon Area may for some period of time be reliant solely on its own resources. Hence, prioritization of resources will be based on the ability to do the greatest good for the largest population at risk. Public resources will be deployed according to the following priorities:

2.2.1 First Priority: Protection of Life:

1. Responders;
2. At risk populations;
3. Public at large.

2.2.2 Second Priority: Incident Stabilization:

1. Protection of response resources;
2. Isolation of the impacted area;
3. Containment of the incident.

2.2.3 Third Priority: Property Protection:

1. Public facilities and infrastructure essential to life safety or emergency response;
2. The environment where degradation will adversely impact public safety;
3. Publicly owned resources and property;
4. Private property as it alleviates a risk to public safety or negatively impacts public property;
5. Private property in general to the extent that resources are available.

2.3 Importance of Local Self-sufficiency

2.3.1 During an emergency or disaster situation, communication, and transportation can be impaired. In fact, the access to any given geographical and/or jurisdictional area may become disrupted or blocked, resulting in isolation for varying periods of time. Such areas could be cut off from outside assistance for periods ranging from several minutes, to several hours, days, or even weeks. Depending on the nature of the emergency incident, the geographical area impacted could be a neighborhood, the whole City, or even the County as a whole.

2.3.2 Given these realities, the Lebanon Area emergency management philosophy encourages and promotes the preparedness of the whole community, its citizens, neighborhoods, major institutions, and agencies to plan and prepare to be as self-sufficient as possible for responding to emergency situations for as long as is possible. The Lebanon Area EMO will work with any and all groups, neighborhoods, agencies, and institutions to promote and enhance this goal of local self-sufficiency.

2.3.3 LBNET is a prime example of grassroots organizing and preparing at the neighborhood-level for local self-sufficiency in emergency situations. Programs of this nature should be encouraged throughout the community.

2.4 Overall Concept of Emergency Operations and Organization for Response

2.4.1 Graduated Response: The Community's concept of emergency operations is encompassed in the principle of "graduated response." According to this principle, the City and Fire District commit personnel and material resources consistent with the magnitude, severity, and progression of the event that precipitates an emergency response. (See Chapter VII for details.)

2.4.2 Incident Command System and NIMS: The City/Fire District emergency operations organization is a derivative of the National Incident Management System (NIMS) Incident Command System (ICS). It is an organizational structure designed to begin developing from the time an incident occurs until the requirement for intensified management and emergency operations no longer exists. (See Chapter VII for details.)

2.5 Overall Philosophy of Emergency Management

2.5.1 All Hazard Approach: This Plan follows an "all-hazard" approach and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific.

2.5.2 An All Phase Approach: This Plan takes into account activities before and after, as well as during emergency operations. Consequently, all phases of emergency management (Mitigation, Preparedness, Response, and Recovery) are addressed in this Plan. (See Chapter IV for details.)

3.0 Hazard Situation – A Synopsis

The citizens of Lebanon are exposed to many hazards, all of which have the potential for disrupting the community, causing damage, and creating casualties. The City and community may be subject to the effects of both natural and technological or human-caused disasters including, but not limited to, the following that may occur in isolation or in various combinations (see **Hazard Specific Guides** and **Mitigation Plans** for more detailed information):

- 3.1 Weather** emergencies including floods, winter storms, slides, windstorms, droughts, snow, ice, tornadoes; and secondary effects of tsunamis on the coast.
- 3.2 Geologic** emergencies including earthquakes, landslides, volcanic eruptions, and subsidences;
- 3.3 Epidemiological** emergencies including the infection of humans, animals or agricultural products;
- 3.4 Fire and explosions** including industrial, structural, urban-rural interface, wildland, forest and range, or transportation incidents;
- 3.5 Transportation** emergencies including incidents involving aircraft, rail systems, watercraft, motor vehicles, or pipelines;
- 3.6 Hazardous materials** emergencies, at fixed sites or during transportation, may involve explosives, gases, corrosives, inflammable liquids and solids, oxidizers, poisons, or radioactive materials;
- 3.7 Civil and criminal violence** such as school/workplace violence, terrorism, sabotage, unlawful demonstrations, or riots;
- 3.8 Utility** emergencies may involve failure or disruption of communications & communications facilities (e.g., electrical, telephone, cable lines, and cell towers), drinking water, gas, fuel oil, storm water, sewer or sanitation systems;
- 3.9 Nuclear and Radiation** emergencies may include any accidental or intentional detonation of a nuclear device or an incident of the use or transportation of nuclear materials that releases radiation or radioactive fallout, into the community.

4.0 Assumptions

- 4.1** The Lebanon Area will continue to be exposed to the hazards noted above as well as others, which may develop in the future. All areas of the Community are subject to the effects of a disaster.
- 4.2** It is possible for a major disaster to occur at any time.
- 4.3** In some cases, dissemination of warnings and increased readiness measures may be possible. However, many disasters and events can, and will, occur with little or no warning.
- 4.4** Essential Community services¹, defined in the Essential Community Services Annex (Addenda 4), will be maintained as long as conditions permit.
- 4.5** A disaster occurrence will require prompt, effective, and coordinated emergency response and recovery operations by government agencies, volunteer organizations and the private sector.
- 4.6** The City of Lebanon, the Lebanon Fire District, and Linn County, along with other organizations such as the Lebanon School District and Lebanon community Hospital, will plan and train to act together to prepare and mitigate for, respond to, and recover from, disaster and emergency situations.
- 4.7** Natural or human-caused emergencies may be of such magnitude and severity that County, State and Federal assistance is required. Such support will only be requested when the City, in consultation with the Fire District, determines that its resources alone are inadequate to handle the emergency situation, or when the coordination of emergency response resources is in the best interests of the community.
- 4.8** Outside assistance may be available in most emergency situations affecting this City. Although this Plan defines procedures for coordinating such assistance, it is essential for the Lebanon Area to be prepared to carry out disaster response and short-term actions on an independent basis.
- 4.9** Proper implementation of this Plan will reduce or prevent disaster-related losses, and speed the return to a normal state of affairs.
- 4.10** The responsibility for the protection of private property rests primarily with the private property owner.
- 4.11** This Basic Plan and its Associated Documents task the Fire District, City Departments, and their personnel with a number of responsibilities required to effectively meet a variety of emergency situations. Some of these tasks may entail resources and/or training that departments and individuals do not currently possess or may not possess in full-measure. This Plan recognizes this reality and makes provisions for ongoing assessment and acquisition of needed resources and training over time. Such upgrading of resources and capabilities is a never-ending process.

¹ The Essential Services Annex includes services for the City, Fire District, and Community.

5.0 Lebanon Area Emergency Management Policy

5.1 General Policies

- 5.1.1** Local government officials recognize their responsibilities for the safety and well being of the general public and assume their implementation responsibilities as described in this Plan.
- 5.1.2** County and State support of the Community's emergency operations will be requested by the City when it determines that local resources will be inadequate to meet any given disaster or emergency situation, or when the coordination of emergency response resources is in the best interests of the community.
- 5.1.3** When a local emergency situation exists, all City Departments and the Fire District will put their emergency operations plans and operating guidelines and/or Standard Operating Procedures (SOPs) into limited or full operation as necessary.
- 5.1.4** Access to emergency services shall not be denied on the grounds of race, color, national origin, gender, sexual orientation, age, disability, source of income, family status, marital status, or religion. The needs of special populations shall be identified and planned for as directed by policy makers and according to federal, state, and local regulations and guidance.
- 5.1.5** 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 which run counter to guidelines suggested. Decisions, when based on information available to the Incident Commander and other policy makers and that appeared reasonable at the time, will not be criticized after an incident, even if a different course of action in retrospect appears better. Government entities complying with this Plan shall not be liable for injury, death, and damage or loss of property except in cases of willful misconduct or gross negligence as established by state law.
- 5.1.6** As noted above in Subsection 4.11, the City and Fire District recognize that at any given time Departments and individual personnel may not have all the resources and training needed and/or desired to most effectively meet an emergency event. However, the City and Fire District are committed to continually upgrading the resources at its disposal, and the training levels of their staff for emergency response. Given this reality, when an emergency or disaster occurs, each tasked individual and Department will respond to such events as outlined in this Plan to the best of their abilities.

5.2 Formal Policy Statement

5.2.1 Purpose of Lebanon Area Emergency Management Planning and Operations:

Primary among the responsibilities of the City of Lebanon and the Lebanon Fire District to its citizens of the community is the safeguarding of life and property by making maximum use of all public resources, and encouraging the utilization of private resources, to minimize the effects of natural and human-caused emergencies. These emergency management policies, designed to address citizen's safety and uninterrupted service provision by the City and Fire District, shall guide the development and administration of the Lebanon Area Emergency Management Plan.

5.2.2 Objectives of Lebanon Area Emergency Management Planning and Operations:

- Objective 1.** To enhance the City's and District's ability to protect their citizens and property against all community emergency incidents.
- Objective 2.** To employ emergency management policies that prevent disruption of essential services, that distribute the costs of these services fairly, and that provide adequate funds to operate desired programs.
- Objective 3.** To promote self-help and preparedness of the private sector so as to minimize the risk to the community and increase resources available in the event of an emergency.
- Objective 4.** To ensure those responding under the Plan have the appropriate and necessary knowledge, skills, training, resources, and preparedness for the performance of their duties under the Plan.
- Objective 5.** To protect the policy-making ability of the Emergency Management Organization (EMO) by ensuring that important policy decisions are made in a proactive manner.
- Objective 6.** To set forth operational principles that minimize the cost of emergency management, and which minimize social and infrastructural risk.
- Objective 7.** To provide sound principles to guide the important decisions of the EMO which have significant community impact.
- Objective 8.** To enhance the policy-making ability of the EMO by providing accurate information on community resources, needs, and costs.
- Objective 9.** To assist sound management of the EMO by providing accurate and timely information on public and private emergency management resources.
- Objective 10.** To assist in securing essential public emergency mass care facilities and enable orderly evacuations of people in time of emergency.
- Objective 11.** To insure and account for the legal use of all City and Fire District funds and other resources in emergency management functions.

6.0 Coordination

6.1 City Emergency Operations

Overall coordination of major emergency operations will normally be exercised from the primary City/Fire District Emergency Coordination Center (ECC).

6.2 City/County Emergency Operations

6.2.1 Emergencies in the Lebanon Area:

6.2.1.1 The City's response to a major emergency within its jurisdictional boundaries may be directed from the **local ECC utilizing only City and/or Fire District staff** and personnel if directed to do so by the Lebanon City Administrator (or his/her special designee) or the Lebanon Fire Chief (or his/her special designee), or a member of the core of the Incident Management Team (IMT): City of Lebanon Public Works Director and Police Chief, or Lebanon Fire District Chief.

6.2.1.2 The **County EOC staff may be activated** in response to any single municipal jurisdiction's emergencies in the County, including the City of Lebanon, at the request of the affected city and on approval of Linn County's Emergency Management Division.

6.2.2 Emergencies in Multiple Jurisdictions: In those emergencies affecting multiple jurisdictions, the County EOC will be activated and a representative from each affected city may be present in the County EOC to coordinate response, and recovery activities.

6.3 City Departmental Operations (DOCs)

6.3.1 Departmental Operations Centers(DOCs): Coordination of City Departmental emergency operations will be exercised from the Departmental Operations Centers (DOCs) (or departmental dispatch centers) to the extent possible.

6.3.1.1 It is anticipated that many, and perhaps most, emergency responses can be handled from Departmental Operations Centers.

6.3.1.2 If the ECC is activated, a Department representative should be present at the Lebanon Area ECC to coordinate the department's emergency activities.

6.3.1.3 If any given DOC is unable to operate, its coordination function may be conducted from the ECC or an alternate site as determined by the department head.

6.3.2 Coordination with ECC: When the ECC is operational, requests for assistance beyond or outside a single Department's normal capability shall be referred to the City ECC. Departmental Operations Centers will maintain in permanent logs damage assessment and other pertinent emergency information and will provide situation reports to the ECC (See Addenda 7 for sample standard forms).

6.4 Collection and Dissemination of Information on Injuries, Fatalities, and Missing Persons (Also see Health and Medical Annex of ESF # 8)

When activated, the ECC will compile, in cooperation with the other emergency organizations, lists of injured and missing persons, as well as fatalities. Specific information that identifies victims will be released to the media only after notification of next-of-kin. The following agencies will serve as the primary release authorities to families and then the media regarding injured, missing and deceased persons:

6.4.1 Injured Persons: Medical facilities actually treating the injured;

6.4.2 Missing Persons: Law enforcement agencies having jurisdiction;

6.4.3 Fatalities: The County Medical Examiner or his/her designee will make Death Notifications.

7.0 Plan Development and Review, Training and Exercises

7.1 Plan Development and Review

7.1.1 The Emergency Management Planning and Training Coordinators Team² (EMPTCT) will take the lead in reviewing and updating the Basic EMP, Functional Annexes and Guides (and their Addenda, Attachments, and Appendices), and all related documents during each biennium; however, the entire Lebanon Area EMO shall be involved.

7.1.2 The Basic EMP shall be systematically reviewed in its entirety at least biannually (every other year), with formal adoption by the Lebanon City Council of the revised Plan scheduled for the first Council meeting in the month of December in even-numbered years, beginning in 2006. The review process shall begin no later than February 1st and be completed no later than November 30th. Formal adoption of the Basic EMP by the Fire District Board shall take place at the same time. The Addenda, Attachments, and Appendices of the Basic EMP shall be updated on an ongoing basis as needed, and also systematically reviewed concurrently with the Basic EMP biannually, but the revisions do not require adoption by the City Council or the Fire District Board.

7.1.3 Drafts of the revised Plan shall be circulated for review and comment by the key individuals, departments, and organizations charged with the EMP's implementation during incidents requiring its activation. Input from this review will be incorporated into the new edition before being submitted to the City Council & Fire District Board for formal adoption.

7.1.4 Updates and revisions to the Plan may also be appropriate after training and exercises, as well as implementation of the Plan during actual disasters and other incidents requiring its activation.

7.1.5 Revisions to the Annexes, Guides, Addenda, Attachments, Appendices, and Related Documents shall be made as needed and require no formal action by the City Council or Fire District Board.

² EMPTCT: Comprised of at least one EMPT Coordinator each from the Police Department, Administration, each of the major Divisions of the Public Works Department, **Community Development**, and Fire District, with the Emergency Management Program Coordinators and additional designated staff. Please refer back to **Figures 1-1 and 1-2** on pages I-2 and I-5.

7.1.6 All Annexes and Guides (including their Addenda, Attachments, and Appendices) and all other Related Documents shall be systematically reviewed at least biannually in odd-numbered years, beginning no later than 2007, by all tasked City Departments and other agencies or organizations, as appropriate. The review process shall begin no later than February 1st and be completed no later than November 30th.

7.2 Training and Exercises

7.2.1 Lead Departments and Objectives: The City's Public Works Director, and Police Chief, in cooperation with the Fire District Chief, share the responsibility for the development and facilitation of the Lebanon Area Emergency training and exercise program (please refer back to **Figures 1-1** and **1-2** on pages I-2 and I-5). Training and exercise are vital to improve the effectiveness of the Community's ability to respond to natural and/or human-caused emergencies. They are essential in helping ensure that:

- Operation concepts outlined in this Plan are sound;
- Personnel are adequately trained to carry out necessary functions;
- Updating and revision of the plan policies and procedures will take place regularly; and,
- Emergency response resource gaps will be identified and addressed in a timely manner.

7.2.2 Evaluations and Revisions: Training and exercises will be evaluated by participants and observers; specific elements of the Plan will be changed as indicated.

7.2.3 Comprehensive Involvement: All City Departments and agencies shall work with and through the EMO -- under the leadership of Public Works Director, and Police Chief (in cooperation with the Fire District Chief) -- to develop and coordinate the delivery of and participation in ongoing disaster training and education programs, and to develop and implement at least annual exercises of this Emergency Management Plan. The Departmental Emergency Management Program Coordinators will serve as the lead persons within their Departments for these activities (see Chapter VII, 6.0, page VII-11).

7.2.4 Lead Personnel: Periodic training and exercises shall be developed and scheduled by the Emergency Management Planning and Training Coordinators Team, in concert with Department Heads & Emergency Management Program Coordinators, agencies, and individuals.

7.2.5 Exercise and Drill Schedule: Each drill and/or exercise shall test specific elements of the Plan according to a schedule developed by the Emergency Management Planning and Training Coordinators Team. This schedule will ensure that all functional elements of the Plan are tested at least once during every two-year period of time.

- Tabletop Exercises will be held at least annually, and Drills should be held more frequently.
- Functional Exercises will be held at least annually
- Field Exercises will be held at least once every two years.
- Personnel expected to operate in the ECC or in DOCs should participate in a drill, exercise, or training session involving a complete emergency set up of the respective facility at least annually.

7.2.6 Training Schedule: Under the leadership of the Emergency Management Planning and Training Coordinators Team, the City and Fire District shall provide emergency training for designated City and District personnel and others at least annually. Such training sessions may be Community-wide, and/or held within the District, or specific City Departments or community agencies. In addition, City and District staff may also be sent to training opportunities elsewhere (e.g., in State sessions sponsored by OEM, or out of state sessions sponsored by FEMA).

7.2.7 Training and Drill Participants: All City Departments and the Fire District, as well as key non-governmental organizations (see ERFs), will work with the EMO and the Emergency Management Planning and Training Coordinators Team, and the City's Emergency Services Program Manager, to develop and coordinate the delivery of ongoing disaster training and education programs, and to develop and implement exercises of this Plan.

7.2.8 Designation of Trained Personnel: Each City Department and the Fire District shall participate in all drills and exercises (and at least one training session annually) through at least their Departmental/Divisional Emergency Management Planning and Training Coordinators and Departmental Emergency Management Program Coordinators or their designated alternate(s). If the Fire District, a City Department, or non-governmental organization, chooses to designate another person(s) to participate in drills/exercises/training sessions, the official designee must notify the Emergency Management Planning and Training Coordinators Team in advance. In such a case, the participating person's(s') name(s) shall appear as the *trained resource in this Plan* (see Emergency Call List, Addenda 3), while the official Departmental Emergency Management Program Coordinator(s) and Departmental/Divisional Emergency Management Planning and Training Coordinators shall remain as the primary contact for that department or organization.

CHAPTER III:
EMERGENCY MANAGEMENT ORGANIZATION (EMO)
Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 General Policy	III-1
2.0 General Organizational Responsibilities	III-2
2.1 City of Lebanon Public Works Director in Concert with Chief of Police, and Fire District Chief	III-2
2.2 City Departments, the Fire District and Emergency Service Agencies	III-2
2.3 Review of EMP and Written Concurrence.....	III-2
3.0 Overview: Basic Structure of the EMO for the City and Community	III-2
3.1 Major Components	III-2
Figure 3-1: Lebanon Area Emergency Management Organization (EMO).....	III-3
3.2 Overall Task of the EMO	III-4
4.0 Administrative Group	III-4
4.1 Leadership and Broad Policy Decisions	III-4
4.2 Non-Involvement in Tactical Decisions.....	III-4
4.3 Composition and Membership	III-5
5.0 Legislative Group	III-5
5.1 Role and Scope	III-5
5.2 Non-Involvement in Tactical Decisions.....	III-5
6.0 Incident Management Team (IMT)	III-6
6.1 Responsibilities	III-6
6.2 Composition.....	III-6
7.0 Administration and Support	III-7
8.0 Emergency Powers	III-8
8.1 Emergency Authority and Extraordinary Measures	III-8
8.2 Enumeration of City of Lebanon Emergency Powers	III-8
9.0 Fiscal Procedures	III-9
10.0 References for Details of Departmental and Staff Emergency Responsibilities	III-9
11.0 Lebanon Area Emergency Management Team (LAEMT)	III-10
11.1 Role and Responsibilities.....	III-10
11.2 Composition	III-10

Chapter III. Emergency Management Organization (EMO)

1.0 General Policy

1.1 Roles of City Council and City Administrator

- 1.1 City Council:** The Lebanon City Council, as the overall governing body of the City, is responsible for assuring that coordinated and effective emergency management systems are developed and maintained throughout the jurisdiction. The City Council shall provide overall policy for emergency management, the foundation of which is the adoption of the Lebanon Area Basic Emergency Management Plan.
- 1.2 City Administrator:** The responsibility for the City's EMO as well as preparation for, mitigation against, and response to, and recovery from major emergencies within the City of Lebanon that is vested with the City Council is delegated to the City Administrator.

1.2 Sharing Responsibilities

- 1.2.1 Lebanon Fire District:** Emergency management responsibilities for the greater Lebanon Area are shared through a cooperative arrangement between the City of Lebanon and the Lebanon Fire District, headed by the Lebanon Rural Fire District Board and Fire Chief.
- 1.2.2 Linn County Emergency Management Agency:** The City Council and/or Mayor, City Administrator or other officially designated person, of each incorporated municipality within the County, is responsible for emergency management planning and operations for that jurisdiction. However, those responsibilities may be shared with the Linn County Emergency Management Agency under agreement.

1.3 Departments of City Government

All City Departments are a part of the EMO, and have emergency response, recovery, preparation, mitigation, and planning responsibilities, and may be tasked accordingly as is necessary. Generally, Departments of City government will perform emergency activities closely related to those activities they perform routinely. Specific positions and agencies are responsible for fulfilling their obligations as presented in the Basic Plan and individual Annexes. Department heads will retain control over their employees and equipment unless directed otherwise by the Incident Commander. Each Department will be responsible for developing Emergency Response Function Annexes as assigned in this Plan, as well as creating and keeping up to date its own standing operating procedures (SOPs) and checklists to be followed during response and recovery operations.

1.4 Outside Assistance

As noted in Chapter II, Subsection 4.8 (page II-4 of this Plan), outside assistance, whether from other political jurisdictions or from organized volunteer groups, will be requested and used as an adjunct to existing City services, especially when an emergency situation threatens to expand beyond the City's response and recovery capabilities (see Figure 1-1, p. I-13).

2.0 General Organizational Responsibilities

2.1 City of Lebanon Public Works Director, in concert with the Chief of Police, & Fire District Chief

As delegated by the City Administrator, the City of Lebanon Public Works Director, in concert with the Chief of Police, is responsible for overseeing the work of the EMO as well as the day-to-day emergency management planning and operations within the corporate limits of the City. These designated responsibilities include the ongoing planning for all four phases of emergency management (Preparation, Mitigation, Response, and Recovery). The City shall work cooperatively with the Fire District in a joint Lebanon Area EMO.

2.2 City Departments, the Fire District, and Emergency Service Agencies

All Departments and Divisions of Lebanon City government, and the Fire District are part of the Community's EMO and have emergency response functions in addition to their normal duties. Each Department, Division and emergency service agency, is responsible for developing and maintaining their own notification rosters, communication systems, emergency procedures (or standard operating procedures -- SOPs) and checklists that detail how their assigned tasks will be performed to support implementation of this Plan. These duties will include assigning designated staff to serve in the ECC on both the "Red" and "Blue" Incident Management Teams (each designates a 12-hour shift). General responsibilities are outlined in the following Chapters of this Basic Plan as well as in functional annexes. In addition, each Department, the Fire District, and emergency service agencies, will develop alternative sites to serve as their operational headquarters during emergencies should they be forced to relocate; alternative sites should be based on the hazard vulnerability analysis.

2.3 Review of EMP and Written Concurrence

Public agencies and private sector organizations, that are part of the EMO with assigned emergency responsibilities, have an obligation to review the EMP and submit written concurrence to the City of Lebanon Public Works Director, in concert with the Chief of Police and Fire District Chief. This obligation includes not only the biannual revision of the EMP, but also periodic updates of the EMP and associated documents as needed.

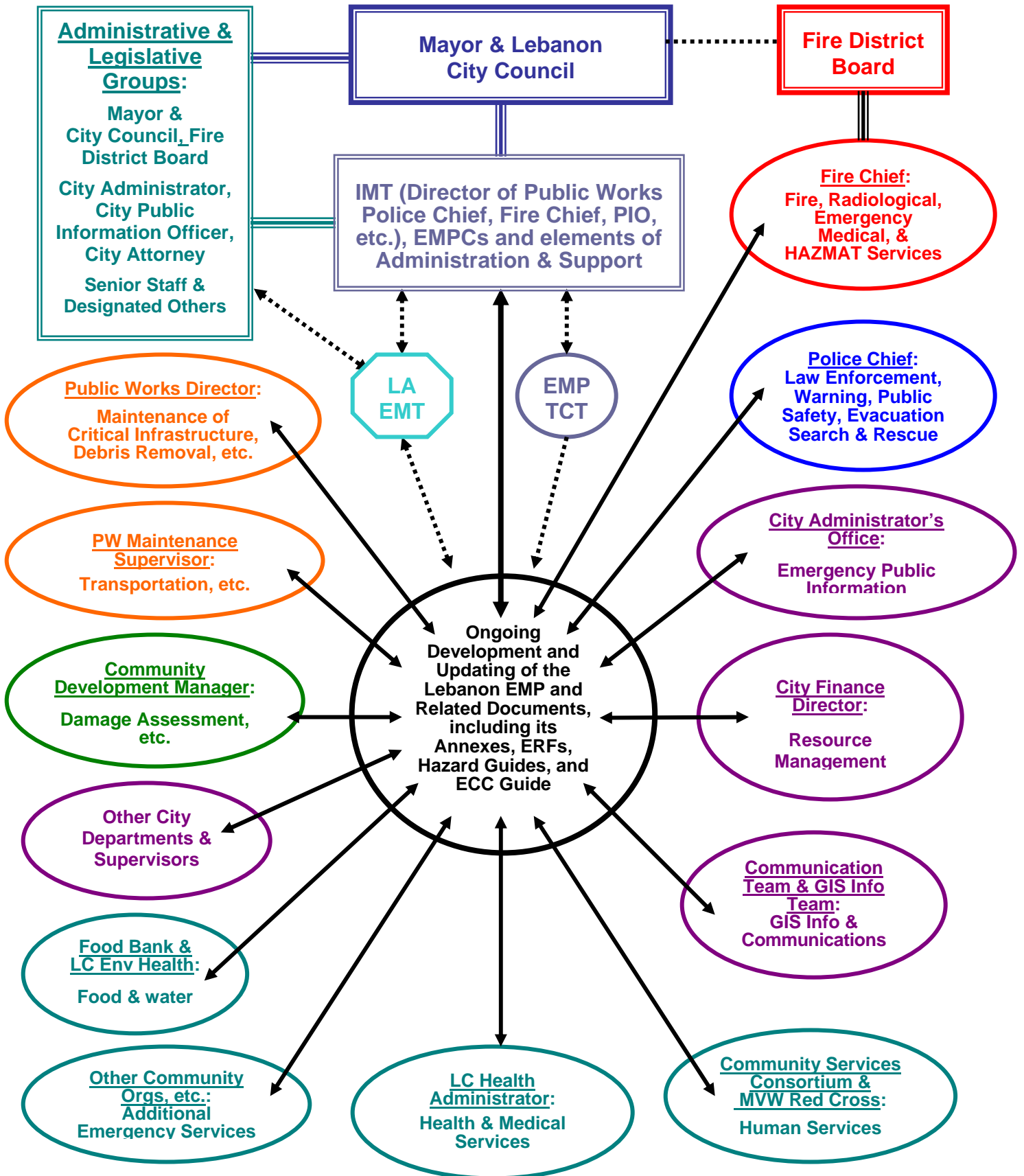
3.0 Overview: Basic Structure of the EMO for the City & Community

3.1 Major Components

As shown in **Figure 3-1**, the basic structure of the EMO of the Lebanon Area is comprised of several major groups, or officials, and numerous agencies and Departments working together (also review figure 1-1). The major components of the community's EMO include:

- Administrative Group
- Legislative Group
- Incident Management Team (IMT)
- Lebanon Area Emergency Management Team (LAEMT)
- Emergency Management Program Coordinators (EMPCs)
- Emergency Management Planning and Training Coordinators Team (EMPTCT)
- Departmental Emergency Coordinators
- Departmental Operations Centers
- Emergency Service Agencies and Departments (see ERFs)
- Administration and Support (see ERFs)
- Lebanon Community Hospital
- Lebanon School District
- Other Community Organizations (see ERFs)

Figure 3-1: City & Lebanon Area Emergency Management Organization (EMO)



3.2 Overall Task of the EMO

The **EMO** is a standing organization of City Departments, the Fire District, and community groups that is responsible for the continued updating and refinement of this EMP and its related documents, including the Emergency Response Functions (ERFs), and Hazard Annexes. The overall task of the **EMO** is to provide the institutional framework, operating procedures, and trained personnel that will be utilized by the City's Emergency **Operations** Organization when it is activated. For details of the EMO's Plan Development and Review, Training and Exercise responsibilities, see Subsection 7 of Chapter II of this Plan.

The City's Emergency **Management** Organization is not to be confused with the City's Emergency **Operations** Organization. The City's Emergency **Operations** Organization, which employs the ICS model, is activated on an ad hoc basis for emergency situations and/or events. It provides the structure for an integrated response of the City and the community to an actual disaster or emergency situation. (See **Chapter VII** of this Plan.)

4.0 Administrative Group

4.1 Leadership and Broad Policy Decisions

4.1.1 Scope of Responsibilities: The Administrative Group is responsible for providing the **overall leadership and broad policy decisions** for the City's emergency management in two distinct but related time frames:

- **Long-Term:** planning and preparing the community's response to, recovery from, and mitigation against future emergency events;
- **Short-Term:** during actual emergency events.

4.1.2 Chair: The City Administrator, who *normally* heads this group, may convene it as deemed necessary.

4.1.3 Convening Process: The City Administrator will be assisted in the convening process by both the Incident Management Team or *IMT* (see Subsection 6.0 on pages III-5 & III-6) and Emergency Management Program Coordinators (EMPCs), who will provide relevant information and advise the City Council when a policy making need or an emergency event may necessitate the convening of the Administrative Group. During this deliberation process, the City Administrator, and IMT will also elicit input from other City officials and the heads of key departments, organizations, and designated others.

4.1.4 Fire District Participation: The Lebanon Fire District Board and/or Fire District Chief may also participate in the Administrative Group.

4.2 Non-Involvement in Tactical Decisions

The Administrative Group shall not become involved in the pre-planning or managing of field operations. During emergency events, tactical or field decisions regarding the management of any given emergency/disaster event are the sole responsibility of the **incident commander(s)**. The field incident commander is the individual who has the expertise and possesses the necessary current situational intelligence to make appropriate decisions.

4.3 Composition and Membership

The Administrative Group may have several components, depending on the nature and scope of the policymaking need or emergency incident (for further details see Emergency Operations, Chapter VII, page VII-2). The members of the Administrative Group include both elected and appointed officials with certain legal responsibilities. The members of the Administrative Group may include:

- City of Lebanon Mayor
- Lebanon City Administrator
- City of Lebanon Public Works Director
- City of Lebanon Police Chief
- Lebanon Fire District Chief and/or Chair of the Fire District Board
- Lebanon City Attorney
- City of Lebanon Finance Director
- City Engineer
- City Personnel & Risk Management Manager
- City Public Information Officer (PIO)/Head of Community PIO Team
- Others as designated by the City Administrator, and/or Fire District Chief

5.0 Legislative Group

5.1 Role and Scope

5.1.1 Responsibilities: The City Council represents the citizens of Lebanon in preparing for and responding to emergency conditions, and engages in official legislative actions as needed.

5.1.2 Composition: The Legislative Group is comprised of the Mayor and City Council, supported by the City Administrator/City Recorder and City Attorney. (For further details see Emergency Operations, Chapter VII, page VII-2).

5.1.3 Fire District Participation: The Fire District Board may have a non-voting representative participate in the emergency management related deliberations of the City Council when it functions in its Legislative Group mode.

5.2 Non-Involvement in Tactical Decisions

The Legislative Group shall not become involved in the pre-planning or managing of field operations. During emergency events, tactical or field decisions regarding the management of any given emergency/disaster event are the sole responsibility of the **incident commander(s)**. The field incident commander is the individual who has the expertise and possesses the necessary current situational intelligence to make appropriate decisions.

6.0 Incident Management Team (IMT)

6.1 Responsibilities

- 6.1.1** The IMT plays critical roles in all phases of emergency management planning and the overall preparation of the community for emergency events.
- 6.1.2** The IMT is in charge of the overall operations of the City in response to an emergency or disaster event; the IMT works through the Incident Command System (ICS). (For further details see Emergency Operations, Chapter VII, page VII-3).

6.2 Composition:

- 6.2.1** The IMT consists of the senior ECC staff (or their designees) that would take charge of activating the ECC and assume responsibility for its initial operation.
- 6.2.2** The core of the IMT is the Public Works Director, Police Chief, Fire District Chief, Head of PIO Team, and others so designated (e.g., City Engineer, City Finance Director, Assistant Fire Chief, Police Lieutenant, Police Communications Supervisor).

7.0 Administration and Support for Pre-Planning and During Emergency Events

7.1 Support

- 7.1.2 City Requests:** During an emergency event, requests from the City for State or Federal assistance, including the Oregon National Guard or other military services, will be made through the Emergency Services Division of the Linn County Sheriff's Office to the Oregon Emergency Management (OEM) Office in Salem. The ECC Commander, or their designated representative, shall make all requests for outside support and assistance. The City of Lebanon must first commit its relevant resources, and then request assistance from the County or Mutual Aid sources. Once County resources have been committed, a declaration may be requested through the State. In situations where it is apparent that the scope of the emergency will clearly exceed the resources of a city or county, an emergency may be declared and assistance requested prior to resources actually being depleted.
- 7.1.2 Fire District Requests:** AS outlined in **Subsection 5.3, of Chapter I**, in situations where it is apparent that the scope of the emergency will clearly exceed the resources of the local Fire district, the Fire District Chief may request additional assistance through the County Fire District Chief to the State fire Marshall's Office (as per terms of the Conflagration Act).

7.2 Mutual Aid Agreements and Understandings

Should local resources prove to be inadequate during an emergency, requests will be made for assistance from other local jurisdictions and other agencies in accordance with existing or emergency negotiated mutual-aid agreements and understandings (see **Mutual Aid and Agreements Annex in Addendum 3.0**). Such assistance may take the form of equipment, supplies, personnel or other available capabilities. All agreements will be entered into by duly authorized officials and will be formalized in writing whenever possible. The **Mutual Aid and Agreements Annex in Addendum 3.0** also contains a description of the appropriate processes and enumerates the existing MOAs at any given time.

7.3 Reports and Records

Required reports for significant events will be submitted to the appropriate authorities in accordance with individual Annexes and their SOPs.

7.4 Administrative Support

All City Departments and the Fire District are required to give adequate administrative support to all phases of emergency management planning and the overall preparation of the community for emergency events, as well as to all the functional areas established in the EMP and its associated documents during emergency events (see appropriate Annexes and their SOPs).

7.5 Relief Assistance

All individual relief assistance will be provided in accordance with the policies set forth in state and federal provisions (see Legal Annex in **Addenda 2.0**, and References in **Attachment 4.0**).

8.0 Emergency Powers

8.1 Emergency Authority and Extraordinary Measures

In accordance with the Oregon Revised Statutes (ORS) 401 Emergency Management series, as amended, the Lebanon City Council may take extraordinary measures in the interest of effective emergency management. ORS 401.305 grants specific emergency powers to local jurisdictions. Also noted by ORS 401, other emergency powers may be stipulated for local jurisdictions by Executive Order of the Governor. Furthermore, local jurisdictions -- especially when enacted as city ordinances -- may exercise similar powers, on a local scale, as those granted to the Governor. Procedures associated with emergency powers are contained in the **Legal Annex (Addendum 6.0)**.

8.2 Enumeration of City of Lebanon Emergency Powers

As indicated in the Municipal Ordinance (see **Legal Annex** for full text), the emergency powers of the City of Lebanon currently include the following:

- 8.2.1** Declaration of a local state of emergency;
- 8.2.2** Rules governing ingress and egress to the affected area;
- 8.2.3** Ordering evacuations;
- 8.2.4** Other security measures.

9.0 Fiscal Procedures

9.1 Overall Importance and Fiscal SOPs for ECC

- 9.1.1 The finance function is an essential part of emergency management before, during, and after a disaster.
- 9.1.2 **The Fiscal SOPs for ECC** set forth the details of the Lead Agency's initial responsibilities for record keeping and subsequent hand off to ECC Financial staff.

9.2 Critical Role During Response and Recovery Stages

In the response and recovery stages of an emergency, it is particularly important that close attention be paid to the financial aspects of City involvement with the emergency.

- 9.2.1 When the resources of the City and/or Fire District are exceeded, and the emergency declaration process activates federal response, full or partial recovery of funds spent in responding to and recovering from an emergency is possible if accurate tracking of expenditures is initiated at the onset of the disaster or emergency.
- 9.2.2 Close tracking of expenditures can also be critical to the process of deciding when City and/or Fire District resources are insufficient to deal with a disaster. At that time, a policy decision should be made to declare a state of disaster.
- 9.2.3 Emergency incidents can occur where the entire expense may have to be borne by the City and/or Fire District. Accurate accounting and tracking of expenditures is necessary to assess the impact of the incident cost on the City and/or Fire District budget.
- 9.2.4 For most emergency incidents, normal financial procedures and practices will remain in effect. During a large scale or complex emergency incident, Finance Section expense tracking may be expanded to include City and Fire District employees, volunteers, contractors, mutual aid responders from other jurisdictions, and donated material.

10.0 References for Details of Departmental and Staff Emergency Responsibilities

- 10.1 Chapter VIII of this Plan also contains an overview of the Emergency Response Functions (ERFs) and the responsibilities of key staff and personnel.
- 10.2 Chapter IX of this Plan also contains an overview of the Emergency Response Functions (ERFs) and how they integrate into the Incident Command System (ICS).
- 10.3 Chapter X of this Plan contains a detailed discussion of the emergency responsibilities of individual departments and key staff such as Department Directors, Managers, and Supervisors.
- 10.4 For complete details, please see appropriate Departmental SOPs, Annexes, and the full ERF documents.

11.0 Lebanon Area Emergency Management Team (LAEMT)

11.1 Role and Responsibilities

- 11.1.1 Community Emergency Management Planning Forum:** The Lebanon Area Emergency Management Team (LAEMT) shall function as a forum and ongoing work group to coordinate the community's planning function for all emergency management phases: preparation, mitigation, response, and recovery.
- 11.1.2 Revisions and Updates of Emergency Management Documents:** The LAEMT shall craft and propose revisions and updates of the Lebanon Area Basic Emergency Management Plan, the ECC Guide, the Emergency Response Annexes, Hazard Specific Guides, and all related Attachments and Addenda.
- 11.1.3 Training and Exercises:** The LAEMT shall function as a coordinating body for emergency management training and exercises of the emergency management plan.
- 11.1.4 Assessment of Training and Equipment Needs:** The LAEMT shall periodically coordinate the assessment of training and equipment needs of the overall Lebanon Area Emergency Management Program and the ECC, and shall make recommendations for enhancements to increase the effectiveness of community's emergency management capabilities.
- 11.1.5 Assessment of Hazard Situation:** The LAEMT shall assist in the assessment of the Hazard Situation, and in analysis of the threat potential from each of the hazards facing the community.
- 11.1.6 Mitigation:** The LAEMT shall assist in assessing the hazard mitigation needs of the community, and assist in promoting actions and/or sponsoring projects to meet such needs.
- 11.1.7 Grants:** The LAEMT shall assist in grant searches, as well as in the writing and coordination of grants to help meet the community's Emergency Management and mitigation needs.
- 11.1.8 Convening and Schedule:** The LAEMT shall meet at least quarterly and more frequently as necessary. The group may be called into session by the senior members of the IMT/EMPCs or by the City Administrator and/or Chair of the Fire District Board in consultation with the IMT/EMPCs. The group may also set its own schedule and agenda.

11.2 Composition

- 11.2.1 City and Fire District Staff:** The core of the LAEMT shall be composed of City and Fire District staff that play key roles in the community's Emergency Management Organization and Emergency Operations Organization (e.g., the EMPCs). Senior staff shall assign participants.
- 11.2.2 Linn County Emergency Management Coordinator:** The Linn County Emergency Management Coordinator shall be a member.
- 11.2.3 Personnel from Local Organizations:** The LAEMT may also include personnel from local organizations (e.g., school district, hospital; utilities, local branches of federal and state agencies) that play key roles in the community's Emergency Management Organization and Emergency Operations Organization. Such participants shall be invited by the core membership.

Others: The LAEMT may invite other individuals and/or organizations to participate.

PART TWO
INCIDENT MANAGEMENT

CHAPTER IV: PHASES OF EMERGENCY MANAGEMENT

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 Overview	IV-1
2.0 Mitigation	IV-1
2.1 Definition and Objectives	IV-1
2.2 Types of Mitigation Activities	IV-1
3.0 Preparedness	IV-2
3.1 General and Long-Term Preparedness	IV-2
3.2 Short-Term Preparedness	IV-2
4.0 Response	V-3
4.1 Overview	IV-3
4.2 Coordination and Release of Public Information	IV-3
4.3 Warning Period – Definition, Objectives and Tasks	IV-3
4.4 Impact Period -- Definition, Objectives and Tasks	IV-4
4.5 Response Period -- Definition, Objectives and Tasks	IV-4
5.0 Recovery -- Definition, Objectives and Tasks	IV-5
Table 4-1: Synopsis of the Phases of Emergency Management	IV-6

PART TWO: INCIDENT MANAGEMENT

Chapter IV: Phases of Emergency Management

1.0 Overview

This Plan follows an **"all-hazard" approach** and acknowledges that most responsibilities and functions performed during an emergency are not hazard specific. The implementation of this Plan and the activation of the City's emergency organization will be based on the evolution of an emergency through a series of "time phases." Not all phases may be necessary for any given emergency occurrence (e.g., there may be no warning period; the recovery phase may not be required). Tasks assigned within a certain phase in this Plan are not intended to be restrictive, but rather to provide guidance in outlining activities that may be required during the entire course of an emergency. In addition to the "all-hazard" approach, this Plan accounts for activities before and after, as well as during emergency operations. Consequently, **all phases of emergency management** (Mitigation, Preparedness, Response, and Recovery) are addressed as shown below. Some activities occur under multiple phases. **Table 1** (page IV-5) presents a synopsis of all the phases.

2.0 Mitigation

2.1 Definition and Objectives

Mitigation activities eliminate or reduce the probability and/or the impact of a disaster event. This includes those long-term activities that lessen the undesirable effects of unavoidable hazards such as earthquakes. Tasks to be accomplished during this phase include actions to prevent the emergency from happening or to limit the consequences of an emergency event. Such tasks would not only include engaging in mitigation projects, but also engaging in mitigation planning such as identifying needs and developing mitigation projects for inclusion in the Community's Mitigation Plan. Mitigation activities often increase during the response and recovery phases, and involve taking temporary or permanent measures to prevent further or recurring damage.

2.2 Types of Mitigation Activities

2.2.1 "Soft" Mitigation: Soft Mitigation activities may include such measures as:

- organizing, planning, training and exercising to develop an effective emergency management system;
- reevaluation and/or revision to land use and building codes;
- public education enhancing awareness of hazards and mitigation strategies;
- updating the Community's Mitigation Plan..

2.2.2 "Hard" Mitigation: Hard Mitigation activities may include such measures as:

- elevation and/or relocation of structures and/or facilities;
- retrofitting of critical facilities.

3.0 Preparedness

3.1 General and Long-Term Preparedness

3.1.1 Definition and Objectives: In general, preparedness activities serve to develop the response capabilities needed in the event an emergency should arise.

3.1.2 Tasks: Long-term preparedness includes the following activities conducted under this phase:

Task 1: Conducting overall planning and training.

Task 2: Engaging in periodic reviews and updates of emergency management and operations documents, including plans, attachments, addenda, annexes, and guidelines, as well as hazard and critical facilities assessments.

Task 3: Engaging in periodic assessments of emergency communications capabilities, and upgrading them as appropriate.

Task 4: Periodically analyze probable consequences of emergency and disaster events and the anticipated resource needs necessary for responding, as well as review and update specific resource acquisition requirements and agreements.

3.2 Short-Term Preparedness

3.2.1 Definition and Objectives: Short-Term preparedness encompasses that time phase during which increased preparations are made for the probable impact of any serious imminent emergency. Depending on the probability of occurrence and likely consequences, the ECC may be activated during this phase.

3.2.2 Tasks: In the face of an imminent and serious emergency, the tasks common to all ***emergency responders***¹ to be accomplished in this phase include:

Task 1: Evaluate available information and coordinate with other emergency services organizations.

Task 2: Notify key officials, as appropriate.

Task 3: Activate ECC and/or Departmental Operational Centers and recall essential personnel as required.

Task 4: Coordinate with Incident Commander and/or ECC for release of emergency related instructions or information to the public.

Task 5: Review implementation of emergency operations plans and guidelines.

Task 6: Test and assess current communications capabilities.

Task 7: Analyze probable consequences of the impending emergency or disaster event, including resource needs and availability, and review implementation of specific resource acquisition requirements and agreements.

¹ The term ***emergency responders***, as used throughout this Chapter, includes all City Departments as well as other community organizations and agencies (e.g., Fire District, School District) responding to the emergency. All Departmental and agency staff would carry out their emergency responsibilities and communications in accordance with the provisions of this Basic EMP and their own departmental/agency Standard Operating Procedures (SOPs).

4.0 Response

4.1 Overview

Response is the actual provision of emergency services during a crisis. Response activities help to reduce injuries, casualties and damage, as well as expedite recovery. Response activities include warning, evacuation, rescue and other similar operations. The Response Phase of emergency operations may consist of three periods: **Warning; Impact; and Response**. Each period requires varying types and levels of emergency response. These three periods depict the time frame in which knowledge of an imminent occurrence of a serious emergency is accumulated and evaluated. Emergency operations may be initiated during any of these three time periods.

4.2 Coordination of Emergency Information and Release of Public Information

4.2.1 Emergency Information and Linn County Emergency Management:

Coordinating and the timely sharing of emergency information with Linn County Emergency Management are of critical importance during all periods of the Response Phase.

4.2.2 Release of Public Information: Close coordination between the Public Information Officer (PIO), the Incident Commander and/or ECC for the release of emergency related instructions or information to the public is of critical importance during all periods of the Response Phase.

4.3 Warning Period

4.3.1 Definition and Objectives: The Warning Period encompasses that period of time during which evaluation of all available information indicates that the impact of a serious emergency is imminent. This period may be formally initiated over a period of time in slower developing emergencies (e.g., flooding). Warnings may originate with local authorities, or from County, State or Federal officials through a variety of means, such as the Emergency Alert System (EAS), the National Alert and Warning Systems (NAWS), or Law Enforcement Data System (LED). However, the Warning Period may not even exist when the impact of the emergency occurs suddenly and without advance indication (e.g., earthquake, mass fatality accident). If not previously ordered, the ECC should be activated during this phase if the appropriate level of warning is issued (see Chapter V of this Basic EMP, and Emergency Response Function # 2 and 5.2 for details).

4.3.2 Tasks: Tasks common to all **emergency responders** to be accomplished during this period include:

- Task 1:** Evaluate most probable consequences and resource requirements based on the nature of the threat.
- Task 2:** Coordinate with the City's IMT (or ECC if activated) for dissemination of emergency instructions or information to the public.
- Task 3:** Recall essential response personnel, if it can be done safely.
- Task 4:** Stage resources near hazard area if situation warrants and it can be done without further threat to resources.
- Task 5:** Send representatives to ECC and activate Departmental Operations Centers, as necessary.
- Task 6:** Initiate life saving and damage control measures (e.g., evacuation, and shelter in place) as resources allow.

4.4 Impact Period

4.4.1 Definition and Objectives: The Impact period is that span of time in which a serious emergency is occurring. Impact may occur suddenly and be of limited duration, or may follow a period of predictable buildup (warning) and last for an extended period. Immediate responses measures are to be undertaken.

4.4.2 Tasks: Tasks common to all **emergency responders** to be accomplished in this period include:

- Task 1:** Take immediate protective measures for the public and emergency personnel and resources.
- Task 2:** Provide sufficient information to “size up” the situation and create an Initial Damage Assessment (IDA).
- Provide such information to the ECC if activated, or the Departmental Operations Center (DOC), and/or 9-1-1, if the ECC has not been activated.
 - Share such information with Linn County Emergency Management ASAP.
- Task 3:** Based on the “sizing up” of the situation, formulate the initial strategy, tasks, and plans for responding.
- Task 4:** Initiate response activities as conditions allow.
- Task 5:** Coordinate with the City’s IMT and/or ECC for dissemination of emergency instructions or information to the public.

4.5 Response Period

4.5.1 Definition and Objectives: The Response Period *per se* immediately follows the impact of a serious emergency. During Response, all appropriate resources are committed to the protection of life and property. Depending on the Level of Response, the ECC will be activated as per guidelines established in Chapter V.

4.5.2 Tasks: Tasks common to all **emergency responders** to be accomplished in this period include:

- Task 1:** Communicate with field personnel, 9-1-1, Departmental Operations Centers (DOCs), and ECC to determine scope of emergency.
- Task 2:** Conduct field operations to save lives and protect essential services, key utilities, lifelines and property.
- Task 3:** Request mutual aid assistance, if required.
- Task 4:** Dispatch personnel to hazard areas to conduct initial damage assessment.
- Task 5:** If the emergency is of great magnitude with mass casualties or threatened populations, contact ECC to determine response priorities.
- Task 6:** Send a representative to the ECC to assist in situation assessment analysis and coordination of public information, if appropriate.
- Task 7:** Analyze resource needs, request additional support from ECC as warranted.
- Task 8:** Initiate short-term recovery activities (e.g., shelter, debris removal, building safety inspections).
- Task 9:** Ensure that each Department and agency maintain not only a log of all actions undertaken to respond to the emergency, but also accurate records of all costs associated with emergency response, including expenditures for personnel, supplies, and equipment.
- Task 10:** Assist response personnel and their families.
- Task 11:** Coordinate with the City’s IMT and/or ECC for dissemination of emergency instructions or information to the public.

5.0 Recovery Period

5.1 Definition and Objectives: Recovery is both a short and long-term process. Short-term operations seek, as rapidly as possible, to restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on the efficient and effective restoration of the community to its 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 to reassess the Emergency Plan and planning process for deficiencies. Restoration to upgrade damaged areas is possible if it can be shown that extra repairs will mitigate or lessen the chances of, or damages caused by another such similar disaster.

5.2 Tasks: The tasks common to all **emergency responders** to be accomplished in this phase include:

- Task 1:** Analyze long-term restoration/recovery options, including reoccupation plans for evacuated areas.
- Task 2:** Conduct timely detailed damage analysis.
- Task 3:** Document and report emergency related expenditures to support request for financial assistance.
- Task 4:** Assist in the timely dissemination of information about appropriate assistance programs, including federal programs such as those offered by the Federal Emergency Management Agency (FEMA) and the Small Business administration (SBA).
- Task 5:** Effect timely long-term repairs including demolition, reconstruction, and so on.
- Task 6:** Engage in mitigation activities, including updating mitigation plans and initiating projects.
- Task 6:** Reevaluate EOP and the implementation of the EOP.

Table 4-1: Synopsis of the Phases of Emergency Management

Phases & Sub-Phases	Definition and Objectives
Mitigation “Hard” Mitigation “Soft” Mitigation	Mitigation activities eliminate or reduce the probability and/or the impact of a disaster event. This includes those long-term activities that lessen the undesirable effects of unavoidable hazards such as earthquakes. Tasks to be accomplished during this phase include actions to prevent the emergency from happening or to limit the consequences of an emergency event.
Preparedness General/Long-Term Short-Term	In general, preparedness activities serve to develop the response capabilities needed in the event an emergency should arise. Short-term preparedness encompasses that time phase during which increased preparations are made for the probable impact of any serious imminent emergency. Depending on the probability of occurrence and likely consequences, the ECC may be activated during this phase.
Response Warning Impact Response	Response is the actual provision of emergency services during a crisis. Response activities help to reduce injuries, casualties and damage, as well as expedite recovery. Response activities include warning, evacuation, rescue and other similar operations.
Recovery Short-Term Long-Term	Short-term operations seek to rapidly restore vital services to the community and provide for the basic needs of the public. Long-term recovery focuses on the timely restoration of the community to its normal, or improved, state of affairs.
“Planning”	Planning is often considered the “Fifth” Phase of Emergency Management. It is continuous, integrated into, and critically supports all the other Phases.

CHAPTER V: SEVERITY OF INCIDENTS AND LEVELS OF RESPONSE

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
0.0 Introduction	V-1
0.1 Levels of Emergency Incidents and Response	V-1
0.2 Role of Emergency Situation Assessment Team (ESAT)	V-1
0.3 Initial Responsibility of All IMT Members and Senior ECC Staff	V-1
0.4 Initial Responsibility of All City and District Staff	V-1
Figure 5-1: Lebanon Area Emergency Situation Assessment Team (ESAT)	V-2
1.0 Level One Incidents and Response	V-3
1.1 Definition and Examples	V-3
1.2 Activation and Organization	V-3
1.3 Notification	V-3
1.4 Automatic Activation Thresholds	V-3
2.0 Level Two Incidents and Response	V-4
2.1 Definition and Examples	V-4
2.2 Activation and Organization	V-4
2.3 Notification	V-4
Table 5-1: Notification Responsibilities for Level Two Incidents and Response	V-4
2.4 Automatic Activation Thresholds	V-5
Table 5-2: Level Two Emergency Activation Thresholds	V-5
Figure 5-2: Notification Tree for Activation of Emergency Management Plan, or Emergency Coordination Center if Necessary	V-6

3.0	Level Three Incidents and Response	V-7
3.1	Definition and Examples	V-7
3.2	Activation and Organization	V-7
3.3	Notification	V-7
	Table 5-3: Notification Responsibilities for Level Three Incidents and Response.....	V-7
3.4	Automatic Activation Thresholds.....	V-8
	Table 5-4: Level Three Emergency Activation Thresholds.....	V-8
3.5	Declaration of State of Emergency	V-9

Chapter V: Severity of Incidents and Levels of Response

0.0 Introduction

0.1 Levels of Emergency Incidents and Response

The Lebanon Area Emergency Management Plan and Emergency Management Program are designed to be flexible in responding to emergency incidents and events. Some emergencies may require only a limited response and therefore only involve a relatively small number of personnel from one or two City Departments, and or the Fire District. Other disaster or emergency situations may necessitate a much more extensive response, thereby activating this EMP and even the ECC as needed. In order to efficiently utilize the resources at its disposal in effectively responding to an emergency, the Community's Emergency Program is guided by the following classification of incidents and appropriate levels of response based on the severity and impact of any given event. The three-fold classification of the severity of events and appropriate responses is: One through Three, with Level Three Incidents being the most severe events, and Level Three Responses being the most comprehensive.

0.2 Role of the Emergency Situation Assessment Team (ESAT)

0.2.1 Clearing House Function: As shown in **Figure 5-1**, for all levels of emergencies, the Lead Agency DOC will temporarily function as an Emergency Situation Assessment Team (ESAT), a clearing house for alerts and for all information related to the unfolding of the emergency incident.

0.2.2 Contact Point for IMT and All Emergency Responding Departments: For all levels of emergencies, the ESAT shall alert the other Emergency Response DOCs. Once alerted by the Lead Agency "DOC" that functions as the ESAT, each of the other "DOCs" then take the responsibility for locating and briefing the key individuals within their own organization, especially those individuals who are part of the IMT.

0.2.3 Facilitation of Decision Making for Activation of the EMP and/or ECC: Once alerted, IMT members (or their designees), shall communicate with one another regarding the appropriate level of response to the emergency event, and whether or not the Emergency Management Plan and/or ECC should be activated. The decision to activate the ECC will usually be made by a high ranking official of the Lead Agency, who is also a member of the IMT, and if in possible the decision will be made in consultation with the other IMT members.

0.2.4 Deactivation: Once the role of the ESAT is no longer needed, the Incident Commander or ECC Commander shall discontinue the Lead Agency DOC ESAT function.

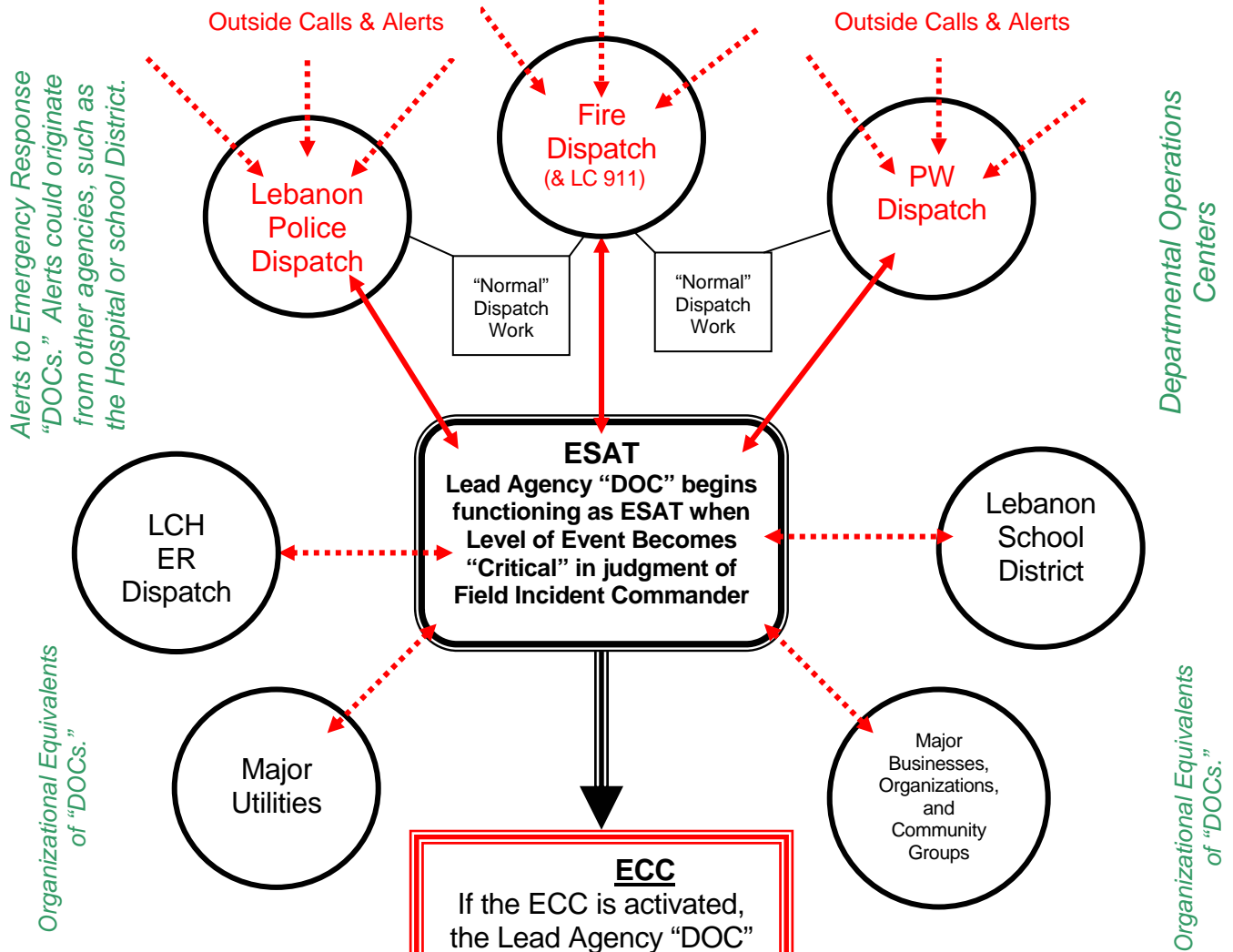
0.3 Initial Responsibility of All IMT Members and Senior ECC Staff

When an emergency incident is known to be imminent, or an actual emergency is known to be happening, the first responsibility of all IMT Members and Senior ECC Staff is to notify their DOC as to their location and contact information. They shall check in periodically with the EASO and as needed shall contact their immediate subordinates and supervisors. They shall update their contact information and remain available for consultation and/or activation until an all clear is agreed upon or given by the Incident Commander. If their DOC is unavailable, current locational and contact information should be given to Police and Fire dispatch staff.

0.4 Initial Responsibility of All City and District Staff

When an emergency incident is known to be imminent, or an actual emergency is known to be happening, the first responsibility of all City and District Staff is to contact their immediate supervisor and give their current contact information pending activation. If their supervisor is unavailable, current locational and contact information should be given to their DOC or ECC if it has been activated.

Figure 5-1: Lebanon Area Emergency Situation Assessment Team (ESAT) [4/9/02]



Alerts to Emergency Response "DOCs." Alerts could originate from other agencies, such as the Hospital or school District.

Departmental Operations Centers

Organizational Equivalents of "DOCs."

Organizational Equivalents of "DOCs."

- Because of the nature of emergency events, most start with one response agency, which becomes the Lead Agency. As the event escalates, the judgment is made for that "DOC" to essentially become the ESAT.
- As the ESAT, the Lead Agency collects the situation information and alerts the other Emergency Response "DOCs," as well as other major groups (such as the Hospital, and Schools) if appropriate, that a situation exists that could escalate, and thus trigger activation of the Emergency Management Plan or even the ECC.

ECC
If the ECC is activated, the Lead Agency "DOC" hands-off its ESAT responsibilities to the ECC when it is declared operational by the ECC Commander.

- The decision to activate the ECC will usually be made by a high ranking official of the Lead Agency, who is also a member of the IMT. The IMT members, if possible, will be in contact with one another about this decision.
- Each "DOC" will need to have back lines and alternative ways of communicating with each other if the landlines become inoperable, and other electronic communications fail.

- ESAT is essentially a procedure rather than another organization. The professionals staffing the respective ER "DOCs" add another set of protocols to their normal routine when events escalate to a "critical point."
- Once alerted by the Lead Agency "DOC" that functions as the ESAT, each of the other "DOCs" then take the responsibility for locating and briefing the key individuals within their own organization.
- The Lead Agency "DOC," acting as the ESAT continues to up date the other "DOCs" as needed.

1.0 Level One Incidents and Response

1.1 Definition and Examples

Level One incidents may require multi-agency/multi-jurisdictional response beyond the normal day-to-day mutual aid level of response. Level One incidents could eventually develop into Level Two or Level Three incidents and activations. Level One incidents might include such emergencies as:

- Multiple patient incidents;
- Second alarm fires;
- Severe weather with no power outages.

1.2 Activation and Organization

Activation of the EMP shall be at the discretion of the Incident Commander (IC), the Departmental Operations Center (DOC), or any portion of the on-call senior ECC Staff or Incident Management Team (IMT). Upon activation, the IC shall determine further staff activation. Level One activations may be handled through the appropriate Departmental Operations Center(s) or “DOCs.” Level One Activations would not normally lead to an activation of the ECC, but could do so if deemed necessary.

1.3 Notification

Notification shall be at the discretion of the Incident Commander, and may include but not be limited to the following:

- 9-1-1
- Fire, Police, PW DOCs
- Fire District Chief (via DOC)
- Chief of Police (via DOC)
- PW Director (Via DOC)
- Other IMT members.

1.4 Automatic Activation Thresholds (“Triggers”)

1.4.1 Automatic Activation of the EMP shall take place when there is a strong potential that the department attempting to control the emergency will exhaust its resources before bringing the emergency under control, thus signaling a potential need for eventual ECC activation.

1.4.2 ECC Standby Activation shall follow an **Automatic Activation of the EMP**. Key ECC personnel are to be located and potentially necessary ECC resources and staffing levels assessed by the available lead-agency IMT member (or their designee), in consultation with the other IMT members (or their designees).

2.0 Level Two Incidents and Response

2.1 Definition and Examples

An incident that has special or unusual characteristics requiring response by more than one City Department, or the Fire District and a City Department, and that necessitates the acquisition and use of specialized resources, or is beyond the scope of available resources, may require partial implementation of the Emergency Management Plan. The following incidents require an automatic Level Two activation of the EMP, and could eventually trigger a Level Three Activation:

- Major accidents, with injuries that are expected to disrupt service and traffic flow for more than 4 hours;
- Mass casualty incidents (e.g., multi-car or small plane crash);
- Epidemiological event in public facility;
- Moderate to major hazardous materials incidents;
- Any evacuation expected to last for more than 4 hours;
- Structural fires (third alarm or greater);
- Wildland fire in Lebanon Area;
- Moderate to Major earthquakes;
- Moderate utility or communications failures;
- Civil disturbances with threat of personal injuries and/or property damage;
- Community Emergency Response Team (CERT) operations in the City;
- National Weather Service (NWS) or National Attack Warning System (NAWAS) warning of severe flooding, winter storm, or wind gusts in excess of 65 miles per hour. Major media events that attract the national media, sporting or entertainment events that generate crowds in excess of 5,000 (excluding the Strawberry festival).

2.2 Activation and Organization

Level Two activations may be handled through the appropriate Departmental Operations Center(s) and ***may or may not*** involve the activation of the ECC. Activation of the ECC will be at the discretion of the Incident Commander and/or the Incident Management Team (IMT). When communications service is interrupted, the activated IMT shall ensure the safety of their families and then report to the ECC. The IMT has the authority to involve any or all City/Fire District personnel in the response to a disaster.

2.3 Notification

As noted below in **Table 5-1**, the Incident Commander shall initiate the notification of the following officials, or their designees, or acting counterparts (see **Figure 5-2**, page V-6):

Table 5-1: Notification Responsibilities for Level Two Incidents and Response

2.3.1 Primary Notification	2.3.2 Secondary Notification
<ul style="list-style-type: none"> • 9-1-1 • Fire, Police, PW Departmental Operations Centers • Fire District Chief (via DOC) • Chief of Police (via DOC) • Public Works Director (Via DOC) • Other IMT members • City Administrator via Lead Agency Department Head • Linn County Emergency Management Division (via ECC) 	<ul style="list-style-type: none"> • OERS (via ECC) • 9-1-1 Supervisor (via Police Chief) • PIO (via City Administrator) • Mayor (via City Administrator) • City Council (via City Administrator) • City Attorney's Office (via City Administrator) • Other City Department Heads, or their designee as required (via ECC) • Mid-Valley Chapter of American Red Cross (via ECC) • Other major organizations and businesses in the community (see Call List).
<p>2.3.3 Department Heads & Fire District Chief shall be responsible for making notifications within their respective Departments.</p>	

2.4 Automatic Activation Thresholds (“Triggers”)

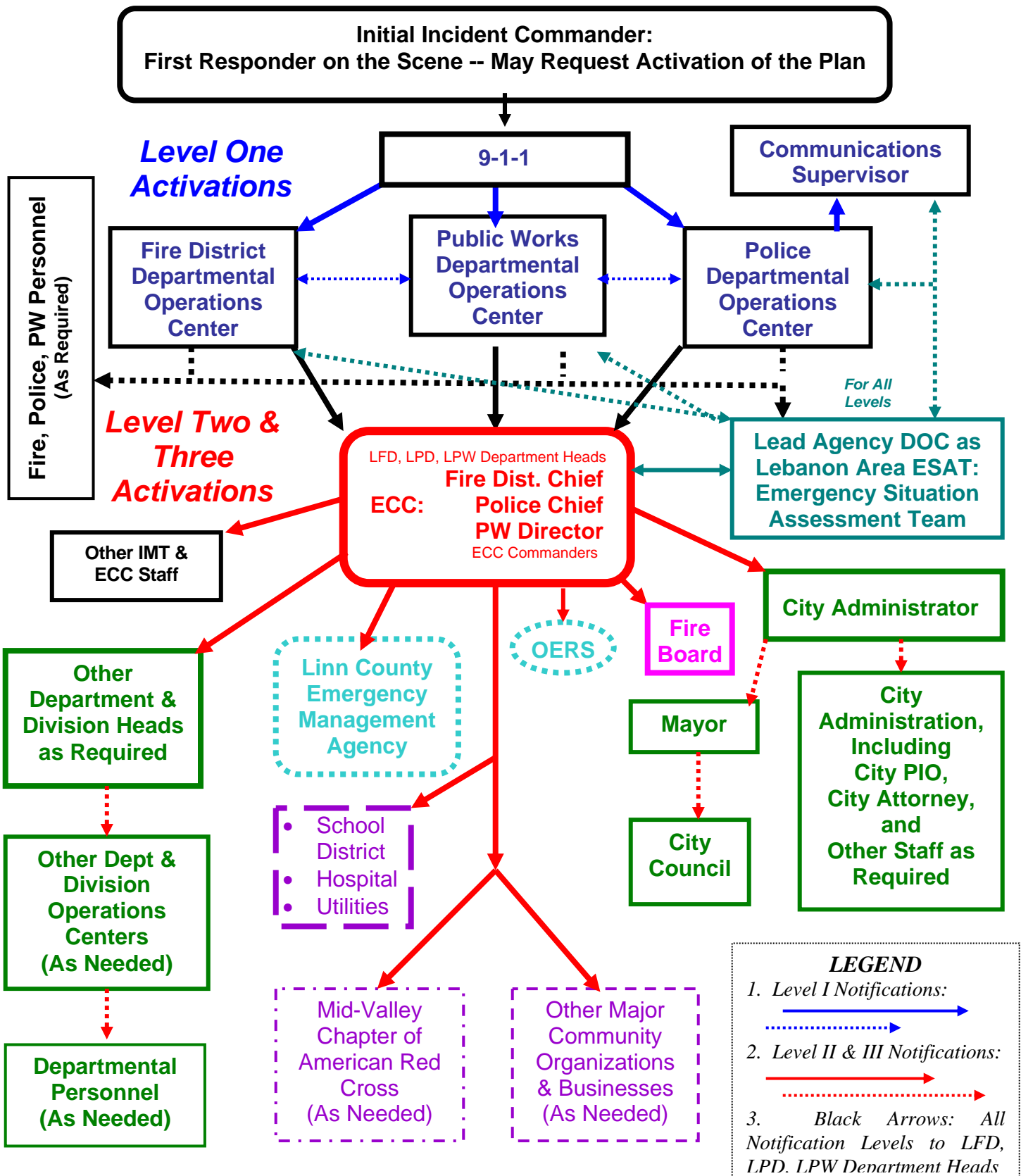
Automatic Activation of the EMP shall take place and the ranking IMT member (or their designee) that is immediately available shall personally initiate **Preliminary ECC Activation**¹ when any of the Emergency Activation Thresholds noted below in **Table 5-2** are reached.

Table 5-2: Level Two Emergency Activation Thresholds:

2.4.1 Flooding and Dam Failures
1. Eyewitness reports, confirmed by staff, of major flooding (e.g., South Santiam River and/or Albany Canal) in at least three (3) areas of the City.
2. National Weather Service (DTN Weather Center) or Local radio and/or TV stations broadcast flood or flash flood WARNINGS (meaning flooding is already occurring or will occur soon in this area).
3. Waterloo Remote Monitoring Station, on the South Santiam River, reaches Bankfull Stage (9.8 ft). Flooding is occurring in some areas and additional rainfall is expected, or Flood Stage is reached (12.0 ft).
4. U.S. Corps of Engineers advisory of a major release of water from dams or of a dam failure.
2.4.2 Fire and Rescue: Lebanon Fire District advises that a preliminary activation of the ECC is required
2.4.3 Earthquake
1. Media and/or citizens directly affected report multiple injuries resulting from quake.
2. Utility disruption occurs.
3. Damage to transportation routes, buildings, area dams, etc. occurs within the Lebanon area.
4. An earthquake of significant magnitude occurs within the Willamette Valley and Linn County Emergency Management advises that evacuees will be transported to Lebanon.
5. An earthquake of significant magnitude occurs within the Willamette Valley and the U.S.G.S. advises that severe aftershocks will be felt in the Lebanon area.
2.4.4 Severe Weather
1. National Weather Service (DTN Weather Center) or Local radio and/or TV stations broadcast severe weather WARNINGS (meaning severe weather is already occurring or will occur soon in this area).
2. Secondary hazards occur (e.g., utility failure, building damage/collapse, transportation accidents).
2.4.5 Water Supply: Public Works advises that a preliminary activation of the ECC is required
2.4.6 Utility and Communications Failures: Key utilities fail and/or critical communication facilities go down for what is anticipated to be an extended period of time and/or the impacts are deemed to be a “moderate” threat to the community.
2.4.7 Volcanic Activity: U.S.G.S. Cascades Volcano Observatory issues a warning of an impending eruption which will result in serious damage or heavy ash fall in the Lebanon area.
2.4.8 Hazardous Materials or Radiological Incident: Lebanon Fire District advises that a preliminary activation of the ECC is required.
2.4.9 Local Civil Disturbance or Act of Terrorism
1. Lebanon Police Department advises that a preliminary activation of the ECC is required.
2. Notice is received that there is a high probability of the occurrence in the near future of a large scale, public event or incident that in all probability local resources cannot accommodate.
2.4.10 Air Transportation Accident: A General Aviation accident occurs within the Lebanon area, and the Lebanon Fire District and Lebanon Police Department advise that a preliminary activation of the ECC is required.

¹ During **Preliminary ECC Activation**, the ECC will be activated and staffed, at a minimum, by the ranking IMT member (or their designee) that is immediately available as an incident commander (IC). The initial IC, assisted as needed by the ESAT DOC, will have key ECC personnel located and assess potentially necessary ECC resources and staffing levels. Additional ECC staff will be activated as needed. See **ECC Guide** and Chapter VI of this Basic EMP for further details on Activation of the ECC.

Figure 5-2: Notification Tree for Activation of Emergency Management Plan, or Emergency Coordination Center if Necessary



3.0 Level Three Incidents and Response

3.1 Definition and Examples

Level Three incidents require the coordinated response of all levels of government to save lives and protect the property of a large portion of the population. Such an emergency may require the sheltering or relocation of the affected population. Under such conditions, this Plan shall be implemented. The following incidents require an automatic Level Three activation:

- Major earthquake involving obvious structural damages;
- Major airline crash;
- Dam failure;
- Major flooding;
- Major utility or communications failures;
- Major incidents of domestic terrorism;
- Fires requiring the invocation of the Conflagration Act;
- Major epidemics;
- Major incidents of civil disorder;
- Train accident involving hazardous materials in an urban area;
- Enemy attack.

3.2 Activation and Organization

Full activation of the Emergency Management Organization and the ECC is automatic with a Level Three incident. The Incident Commander will initiate the activation of the on-duty Incident Management Team, which will then initiate the activation of the ECC. When communications service is interrupted, the activated IMT shall ensure the safety of their families and then report to the ECC. The IMT have the authority to involve any or all City/Fire District personnel in the response to a disaster.

3.3 Notification

As noted below in **Table 5-3**, the Incident Commander shall initiate the notification of the following officials, or their designees, or acting counterparts (see **Figure 5-1**, page V-5):

Table 5-3: Notification Responsibilities for Level Three Incidents and Response

3.3.1 Primary Notification	3.3.2 Secondary Notification
<ul style="list-style-type: none"> • 9-1-1 • Fire, Police, PW Departmental Operations Centers • Fire Chief (via DOC) • Chief of Police (via DOC) • Public Works Director (Via DOC) • Other IMT members • City Administrator via Lead Agency Department Head • Linn County Emergency Management Division (via ECC) 	<ul style="list-style-type: none"> • OERS (via ECC) • 9-1-1 Supervisor (via Police Chief) • PIO (via City Administrator) • Mayor (via City Administrator) • City Council (via City Administrator) • City Attorney's Office (via City Administrator) • Other City Department Heads, or their designee as required (via ECC) • Lebanon School District • Lebanon Community Hospital • Mid-Valley Chapter of American Red Cross (via ECC) • Other major organizations and businesses in the community (see Call List).
<p>3.3.3 City Department Heads & Fire District Chief shall be responsible for making notifications within their respective Departments.</p>	

3.4 Automatic Activation Thresholds (“Triggers”)

Automatic Activation of the EMP shall take place and the ranking IMT member (or their designee) that is immediately available shall personally **initiate Full ECC Activation**² when any of the Emergency Activation Thresholds noted below in **Table 5-4** are reached, exceeded, or a full activation advisory is given by the Lead Department.

Table 5-4: Level Three Emergency Activation Thresholds:

3.4.1 Flooding and Dam Failures
1. Eyewitness reports, confirmed by staff, of major flooding in more than three (3+) areas of the City.
2. Waterloo Remote Monitoring Station, on the South Santiam River, reaches Flood Stage (12.0 ft).
3. U.S. Corps of Engineers advisory of an imminent or actual major release of water from dams or of a dam failure.
3.4.2 Fire and Rescue: Lebanon Fire District advises that full activation of the ECC is required
3.4.3 Earthquake
1. Media and citizens directly affected report mass injuries and/or casualties resulting from quake.
2. Serious utility disruption occurs.
3. Severe damage to transportation routes, buildings, area dams, etc. occurs within the Lebanon area.
4. An earthquake of significant magnitude occurs within the Willamette Valley and Linn County Emergency Management advises that evacuees are being transported to Lebanon.
5. An earthquake of significant magnitude* occurs within the Willamette Valley and the U.S.G.S. advises that severe aftershocks are occurring in the Lebanon area. (*5.0 or greater on Richter Scale within 60 miles of Community)
3.4.4 Severe Weather
1. National Weather Service (DTN Weather Center) or Local radio and/or TV stations broadcast severe weather WARNINGS , and the severe weather is already occurring.
2. Serious Secondary hazards occur (utility failure, building damage/collapse, transportation accidents).
3.4.5 Water Supply: Public Works advises full activation of the ECC is required
3.4.6 Utility and Communications Failures: Key utilities fail and/or critical communication facilities go down for what is anticipated to be two or more days and/or the impacts are deemed to be a “major” threat to the community.
3.4.7 Volcanic Activity: An eruption occurs within a distance that will likely result in serious damage or heavy ash fall in the Lebanon area.
3.4.7 Hazardous Materials or Radiological Incident: Lebanon Fire District advises that full activation of the ECC is required.
3.4.8 Local Civil Disturbance or Act of Terrorism
1. Lebanon Police Department advises that full activation of the ECC is required.
2. A large scale, public event or incident (that local resources definitely cannot accommodate) is imminent, or has actually occurred.
3.4.9 Air Transportation Accident
1. Large aircraft accident occurs within the Lebanon Area.
2. General Aviation accident occurs and the Lebanon Fire District and Lebanon Police Department advise that full activation of the ECC is required.

² During **Full ECC Activation**, the ECC will be activated and staffed initially by the Core IMT members (or their designees). The ICC shall then determine the need for additional ECC staff. See **ECC Guide** and Chapter VI of this Basic EMP for further details on Activation of the ECC.

3.5 Declaration of State of Emergency

3.5.1 A level Three Activation will likely require a **Declaration of a State of Emergency by the City of Lebanon.**

3.5.2 Such a Declaration should be made if the IMT determines that local resources, including mutual assistance, are insufficient to adequately respond to the emergency and therefore, County, State, and/or Federal assistance is required.

**CHAPTER VI:
ACTIVATION OF ECC AND/OR
EMERGENCY MANAGEMENT PLAN**

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 Preliminary Assessments and Decision Making	VI-1
1.1 Determination of the Severity of Incident	VI-1
1.2 Response to Request for Emergency Assistance and Type of Incident	VI-1
1.3 Lead Agencies and Types of Emergency Incidents and Disasters	VI-1
Table 6-1: Lead Agencies and Types of Emergency Incidents and Disasters	VI-2
1.4 Local State of Emergency	VI-3
1.5 Requests for Fire Fighting Assistance	VI-3
2.0 Activation of Emergency Coordination Center (ECC)	VI-4
2.1 Role of ECC and Primary Tasks of the ECC Commander	VI-4
2.1.1 Primary Task of the ECC	VI-4
2.1.2 Primary Tasks of the ECC Commander.....	VI-4
2.2 City Alert/Warning Point and Activation Center -- LPCC.....	VI-5
2.3 ECC Staff	VI-5
2.4 Activation procedures	VI-5
2.4.1 Outline of Steps for Incident Management	VI-5
2.4.2 General Guidelines	VI-6
3.0 Emergency Staff Activation	VI-7
3.1 Assumptions	VI-7
3.2 Guidelines for Emergencies Outside Work Hours.....	VI-7
3.3 Guidelines for Emergencies During Work Hours	VI-8
3.4 Guidelines for Designation of Essential Departmental Staff	VI-8
3.5 Staffing Patterns – Red and Blue Teams.....	VI-9
3.5.1 Twelve-hour Shifts.....	VI-9
Table 6-2: Preliminary Designation of ECC Shifts or Teams.....	VI-9
3.5.2 Emergency Coordination Center (ECC) Guide.....	VI-9

Chapter VI: Activation of ECC and/or Emergency Management Plan

1.0 Preliminary Assessments and Decision Making

1.1 Determination of the Severity of Incident

As noted in the previous Chapter (Severity of Incidents and Levels of Response), implementation of this Plan, notification of Command Staff and agency administrators, and activation of the ECC shall be based on a determination of the severity of an incident. Considerations in determining the level of an emergency may include at least the following factors: the population at risk, resource availability, anticipated length of operations, property threatened, concurrent or conflicting incidents, and long term effects. As stated earlier, not all activations of the Plan would include activation of the ECC. Determination of an emergency level in no way affects the legal requirement for a City declaration of an emergency. A City declaration may be required to access additional resources or to implement emergency powers.

1.2 Response to Request for Emergency Assistance and Type of Incident

The emergency system is activated any time a City employee or a Fire District employee responds to a request for emergency assistance. The responder becomes the Incident Commander, and is in charge of the incident until it has been resolved, or until relieved by a higher-ranking officer from his/her own agency, or by an officer from the lead agency. For the City, the City Administrator holds ultimate command authority, but this is normally delegated to the appropriate Department head. Likewise, for the Fire District, ultimate command authority lies with the Fire District Chief. Since accidents and emergency incidents occur frequently, but rarely involve the scope and complexity that would require the implementation of this Plan, activation of the EMP will be based on the type of emergency incident involved (see above definitions and criteria for Levels of Response and Incidents in Chapter V).

1.3 Lead Agencies and Types of Emergency Incidents and Disasters

Generally, the first emergency responder on the scene will serve as the initial Incident Commander, until relieved according to departmental protocol (SOPs). The Fire District, Police, and Public Works Departments all have emergency response responsibilities. As noted in **Table 6-1**, each of these organizations is the primary responder for certain types of emergency and/or disaster incidents or events. The primary responding Department or District is the initial Lead Agency with command responsibilities for response, activation of the EOP, and activation of the ECC if necessary. Overall command may be changed by mutual agreement of the heads of the three Lead Agencies as a situation unfolds, and/or by decision of the City Administrator for the two City Departments.

Table 6-1: Lead Agencies and Types of Emergency Incidents and Disasters

Fire District	Police Department	Public Works Department
<ul style="list-style-type: none"> • Fire • HAZMAT • Radiological • Bio-Terrorism • Emergency Medical • Rescue and Extrication • Epidemics • Building Collapse • Plane Crash • Earthquakes 	<ul style="list-style-type: none"> • Traffic Accidents • Crime Scenes • Hostage/Barricaded Suspect Situations • Civil Disturbances • Work/School Violence • Terrorism • Weapons of Mass Destruction (WMD) • Bio-Terrorism 	<ul style="list-style-type: none"> • Weather Related (e.g., Floods, Wind, Ice, Snow; Drought) • Water System • Sanitation System • Utility Failures (e.g., electricity, natural gas) • Other Infrastructure

Note: The initial Incident Command may be transformed into a unified Command.

1.4 Local State of Emergency

The Lebanon City Administrator, or designee, may declare a Local State of Emergency. The effect of the declaration is to activate the recovery and rehabilitation aspects of the Plan and to authorize the furnishing of aid and assistance. When the emergency exceeds the City's capability to respond, assistance will be requested from Linn County and other neighboring jurisdictions in accordance with existing mutual aid agreements and then through state government via notification by Linn County Emergency Management, Oregon Emergency Response System or OERS (Phone: 1-800-452-0311; or FAX: 1-503-588-1378).

1.5 Requests for Fire Fighting Assistance

1.5.1 Mutual Aid: In the event that a fire or hazardous materials incident goes beyond the jurisdiction's capabilities to mitigate, the mutual aid agreement will be invoked to acquire additional resources (e.g., via a county wide signed agreement). In the event that all of the local resources are exhausted (those in the signed agreement) and the incident is not controlled, a request can then be made to invoke the conflagration act to acquire the additional needed resources.

1.5.2 Conflagration Act: Requests for fire fighting assistance follow the procedures established in the Conflagration Act, ORS 476.510 – 476.610 and 476.990 (4). The process for the conflagration act is as follows:

- The local Fire Chief makes a request to the County Fire Chief or their designate for invoking the act.
- The County Fire Chief then contacts the State of Oregon Fire Marshal's Duty Officer
- The Duty Officer then contacts the State Fire Marshal or designate who then;
- Contacts the Governor to sign a declaration to invoke the conflagration act.
- Once that happens, the way is clear for the State Fire Marshal to order up resources from agencies outside of the local mutual aid agreement(s).

2.0 Activation of Emergency Coordination Center (ECC)

2.1 Role of ECC and Primary Tasks of the ECC Commander

2.1.1 Primary Task of the ECC: Response and recovery activities will be coordinated from the Emergency Coordination Center, which has its primary location in the Fire District Training Room at 1050 West Oak Street, Lebanon. The ECC may be activated upon notification of a possible or actual Level Two emergency, and would be activated for a possible or actual Level Three emergency. ECC responsibilities and activation procedures are addressed in the Basic Plan portion of this EMP, and the **Emergency Coordination Center Guide**. During large-scale emergencies, the ECC may in fact become the City of Lebanon's seat of government for the duration of the crisis.

2.1.2 Primary Tasks of the ECC Commander: ECC Commander shall ...

Task 1: Notify the Linn County Emergency Management Agency of the disaster event or imminent threat; the Linn County Emergency Management Agency will then notify the Oregon Office of Emergency Management (OEM) via the OERS system.

Task 2: Coordinate with the Fire District, City lead response agencies, the County, as well as public and private organizations to provide communications assistance and resource support as necessary.

Task 3: Monitor conditions throughout the period of the emergency or disaster.

Task 4: Act as a liaison of the City with the Linn County Emergency Management Agency.

Task 5: Communicate through the Linn County Emergency Management Agency to the State's Office of Emergency Management (OEM), by whatever means available, the emergency declaration by the City.

Task 6: Initiate or implement methods of assessing risk or damage and losses, identify and track government costs related to emergency response actions to alleviate the situation, and initiate local relief and recovery activities as required to be eligible for federal funding assistance, if available.

Task 7: Facilitate interagency communication and coordination at the local level and with the County and the State.

Task 8: Provide for an assessment of the threat and/or existing conditions, and determine what local resources can be applied to respond to and alleviate the effects of the emergency. As appropriate coordinate such assessments with the County,

Task 9: Enter into and/or activate local mutual aid or cooperative assistance agreements as appropriate, prior to requesting assistance from the State via the County.

2.2 City Warning Point and Activation Center -- LPCC

The **Lebanon Police Communications Center (LPCC)** functions as a Secondary Public Safety Access Point (PSAP) in Linn County, and shall serve as the City's warning point and the primary coordination point for initial notifications to activate the ECC. (See Departmental SOPs for protocol and details.)

2.3 ECC Staff

The primary staff of the ECC is the Incident Management Team (IMT). The IMT consists of the senior ECC staff (or their designees) that would take charge of activating the ECC and assume responsibility for its initial operation. The core of the IMT is the, Police Chief, Public Works Director, Fire District Chief, City Engineer, the City's PIO, and others so designated. Other previously trained and designated personnel will be added to the ECC staff as needed (see ECC Guide for full details).

2.4 Activation Procedures

2.4.1 Outline of Steps for Incident Management: During emergency operations and upon activation of the ECC, the ECC staff will assemble as outlined in the following Section (3.0) and exercise Incident Management as outlined below:

Step 1: The ECC will be activated by the Public Works Director, the Chief of the LPD, ,Chief of the LFD, or any other person so designated by the City Administrator (see Chapter I, Subsections 1.2 and 2.0, and Chapter VI). Whomever activates the ECC will assume responsibility for incident management and coordination of response and recovery functions, at least until a designated successor has been properly named.

Step 2: The ECC Incident Commander will immediately notify the Linn County Emergency Management Agency (1800-884-3911 or 967-3911), which shall then notify Oregon Emergency Management (1-800-452-0311) upon activation. Periodic updates will be made as the situation requires. Notification to the Linn County Emergency Management Division and Oregon Emergency Management must include the following elements:

1. Cause or type of emergency (e.g., flood, hazardous materials spill, severe weather, and so on).
2. Location of geographic area affected.
3. Estimated numbers of persons at risk, killed or injured.
4. Description of emergency conditions or threat.
5. Description of damage or potential damage, if any.
6. Resources committed and actions initiated by local governments to alleviate the emergency or disaster situation.
7. Type of State assistance and/or resources required.

Step 3: The overall ECC Incident Commander will generally be the Fire District Chief, Police Chief, Public Works Director, City Engineer, or it may be any other person so designated by the City Administrator. The nature of the event, emergency or disaster, may play a key role in determining who would be the actual ECC Incident Commander. (Refer to Chapter VI, Subsection 1.3 and **Table 6-1** on page VI-1 of this document, and the ECC Guide).

Step 4: The ECC Incident Commander, in consultation with the rest of the IMT, will determine the level of staffing required and will initiate the alerting of the appropriate personnel, agencies and organizations.

Step 5: The ECC Incident Commander, in consultation with the rest of the IMT, will determine when the ECC is no longer necessary to deal with any given emergency and should be deactivated. This information will be disseminated throughout the EMO, the Fire District, and the City through the established channels of communication.

Step 6: When the deactivation is declared, the ECC Incident Commander will also immediately notify the Linn County Emergency Management Division, which shall then notify the Oregon Emergency Management Division (1-800-452-0311).

2.4.2 General Guidelines:

Guideline 1: Emergencies Declared by an Incident Commander NOT Dispatched by Lebanon Communications Center (9-1-1): When the Incident Commander from an emergency service agency not dispatched by LCC declares a **Level Two or Three Emergency** or requests activation of the ECC, that agency center will immediately notify LCC. The LCC shall assume responsibility for notifying at least the following: the Fire District Chief, Police Chief, Public Works Director. See, Chapter V, Subsection 2.0 (Level Two Incidents), and Subsection 3.0 (Level Three Incidents), and **Figure 5-1** (page V-4) for details on Notification of personnel and Activation of the EMP – the same channels of communication will be used for Activation of the ECC.

Guideline 2: In **Level Two Emergencies**, the ECC may be activated at the request of the on-scene Incident Commander or as deemed necessary by the Fire District Chief, Police Chief, Public Works Director, or other person designated by the City Administrator. **Minimum staffing** will include the IMT. **Additional personnel** will be mobilized as needed.

Guideline 3: In **Level Three Emergencies**, the designated ECC Incident Management Team Members (“Red and Blue Teams”) will report to the ECC (see Subsection 3.5, page VI-7). Additional personnel will be mobilized as needed.

Guideline 4: Emergency field operations will be conducted by City Departments and the Fire District from their Departmental Operations Centers (DOCs); normal staffing will be 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.

Guideline 5: Heads of Departments and organizations are responsible for emergency functions assigned to their activity as outlined in their appropriate annex.

Guideline 6: The ECC will normally operate on a 24-hour basis, rotating on 12-hour shifts.

3.0 Emergency Staff Activation

3.1 Assumptions

Assumption 1: Emergencies can occur anytime.

Assumption 2: It is important to recognize that City and Fire District workers may be personally affected by the emergency.

Assumption 3: The City and Fire District acknowledge that a worker's first concern is for the safety of their own family, and encourages each employee to undertake a program of family preparedness to assure their safety during an emergency.

Assumption 4: As a part of their Departmental planning, Department heads should identify functions critical to emergency response and recovery and advise workers of their emergency reporting instructions.

Assumption 5: All City and Fire District employees has read and familiarized themselves with the Lebanon Emergency Operations Guidebook.

3.2 Guidelines for Emergencies Outside Work Hours

Guideline 1: Mobilization of essential workers is critical to emergency response.

Guideline 2: While it may be difficult to judge the overall impact of an emergency, employees should be equipped to monitor commercial radio stations for reporting instructions. If unable to do that, employees should attempt contact with their Department or get information from the City's Internal Emergency Hot-line. This Hot-line is a dedicated phone line that operates under the direction of the City's PIO.

Guideline 3: If unable to contact their Department because of an emergency event impacting the community, employees should take actions to ensure their family's safety and report to their normal job sites as soon as safe and practical to do so.

Guideline 4: Employees should pay special attention to conditions encountered while traveling to their work site to provide situation status information when they report.

Guideline 5: Employees unable to reach their normal work site should report to the alternate site designated in their Department's internal plan, or SOP.

Guideline 6: If unable to report to any City work site, critical employees should assist in their community or go to the District Fire Station at 1050 West Oak Street (or nearest District Fire Station) to provide whatever assistance they can, and/or assigned to specific tasks by the ECC IMT.

Guideline 7: Communications between the ECC and DOCs will allow for personnel accounting and assignment.

3.3 Guidelines for Emergencies During Work Hours

- Guideline 1:** An employee's first concern if a serious emergency occurs during work hours will be the welfare of one's family. Individual Department heads shall develop a system to allow for the assignment of nonessential workers to check on the families of those employees critical to emergency operations who must remain on the job.
- Guideline 2:** For emergency purposes, the City and Fire District will provide a means for contacting spouses, children at school and next of kin, if employees will provide current and accurate contact information including as appropriate: addresses: regular phone, cellphone, pager and fax numbers, and email addresses. To the extent allowable by law, the City's Personnel Division and the Fire District's counter part will hold such information confidential.
- Guideline 3:** Employees should be encouraged to discuss emergency operations and expectations with their families, and plan accordingly.

3.4 Guidelines for Designation of Essential Departmental Staff

- Guideline 1:** All City and Fire District Employees may be considered essential emergency departmental staff. The Districts SOPs and the *City of Lebanon Employee Handbook* acknowledge the basis for assigning **Emergency Response Duties** by stating that "as a City [Fire District] employee, you may be called upon to return to work during an emergency situation (inclement weather, earthquake, etc.) to perform duties that are not normally part of your job."
- Guideline 2:** Each Department head shall develop and discuss with staff a Departmental policy outlining the degree of importance assigned to each employee's normal work tasks under emergency conditions.
- Guideline 3:** Each employee shall be made aware of the Department's needs and expectations during emergency conditions.
- Guideline 4:** Emergency and/or disaster situations may alter the normal job related activities of Departments and the Fire District. Some job related activities may temporarily become non-essential, and other job related activities might become critical as the City and Fire District respond to the incident. Accordingly, during emergencies and disaster situations, employees responsible for normal activities deemed non-essential in the short term may temporarily be reassigned to support critical activities and, therefore, be designated an essential worker for some period of time during the emergency event.
- Guideline 5:** During an emergency, City and Fire District personnel may be assigned work schedules, as necessary, that may differ from their normal hours and/or their normal shift.

3.5 Staffing Patterns – Red and Blue Teams

3.5.1 Twelve-hour Shifts: When activated, the ECC will prepare to operate twenty-four hours a day with the emergency staff rotating on twelve-hour shifts. One of the shifts will be designated the Blue Team and the other will be designated the Red Team. Given the parameters contained in the ECC Guide, each shift or Team will have its own structure and leadership.

Table 6-2: Preliminary Designation of ECC Shifts or Teams

ECC/ICS Staff Position	Red Team	Blue Team
Incident or ECC Commander (as per Lead Agency from Table 6-1)	Director of PW, Chief of Police, Fire Chief	Designee by Director of PW, Chief of Police, or Fire Chief
Operations Section Chief	TBA	TBA
Key Operations Section Staff	TBA	TBA
Logistics Section Chief	TBA	TBA
Key Logistics Section Staff	TBA	TBA
Planning Section Chief	TBA	TBA
Key Planning Section Staff	TBA	TBA
Finance Section Chief	TBA	TBA
Key Finance Section Staff	TBA	TBA
Public Information Officer	City PIO & Fire District PIO	Police PIO & Asst. City PIO
Key PIO Staff	School District PIO	Lebanon Hospital PIO
Safety Officer	TBA	TBA
Liaison Officer	TBA	TBA
GIS Specialist	Senior GIS Specialist	Assistant GIS Specialist
Information Systems Specialist	TBA	TBA
Communications System Specialist	TBA	TBA

The individuals occupying these positions within the City and Fire District will train and prepare to fulfill these roles in the Community's ICS and ECC structure, but will also be prepared to play other roles as need dictates and as assigned by the IC or ECC Commander.

TBA = A Member of the IMT or Other Trained Staff To Be Determined and Announced at a later date. The City and Fire District are committed to ongoing staff training and the development of their ICS staff capabilities. At all times, the most capable personnel available will serve in the ECC as needed. ECC staff will also be selected and trained so as to not negatively impact operations in the field.

3.5.2 Emergency Coordination Center (ECC) Guide: The ECC Guide sets forth the operating instructions and procedures for the two Teams. This structure and mode of operation will be periodically practiced in training sessions and exercises.

CHAPTER VII: EMERGENCY OPERATIONS

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 Introduction to Concept of Emergency Operations	VII-1
1.1 Principle of Graduated Response	VII-1
1.2 Range of Activities	VII-1
1.3 Focus	VII-1
2.0 Emergency Operations Organization.....	VII-1
2.1 Overview	VII-1
2.1.1 Overall Objectives	VII-1
2.1.2 Incident Command System (ICS).....	VII-1
Figure 7-1: Incident Management Organization for Lebanon Area Utilizing ICS	VII-2
2.1.3 ICS Functional Sections and Adjunct Groups	VII-3
2.1.4 The Role of Emergency Response Functions (ERFs) in the Incident Command System	VII-3
2.2 Adjunct Legislative Group – Composition & Responsibilities.....	VII-3
2.3 Adjunct Administrative Group – Composition & Responsibilities	VII-4
2.4 Incident Management Team (IMT) – IC/EC and Command Staff: Composition & Responsibilities.....	VII-5
2.5 Operations Section.....	VII-5
2.5.1 Responsibilities and Characteristics.....	VII-5
2.5.2 Composition – Functions and Units.....	VII-5
2.5.3 Departmental Operations Centers (DOCs)	VII-6
2.5.4 Internal Logistical Support Role	VII-6
2.5.5 Membership in Command Staff.....	VII-6
2.6 Logistics Section	VII-6
2.6.1 Responsibilities and Characteristics.....	VII-6
2.6.2 Composition – Functions and Units.....	VII-6
2.6.3 Service and Support Branches.....	VII-6
2.6.4 Role of Departmental Operations Centers (DOCs)	VII-6
2.6.5 Membership in Command Staff.....	VII-6

2.7	Planning Section	VII-7
2.7.1	Responsibilities and Functional Units.....	VII-7
2.7.2	Damage Assessment	VII-7
2.7.3	Situation Analysis	VII-7
2.7.4	Recovery Planning	VII-7
2.7.5	Membership in Command Staff.....	VII-7
2.8	Finance Section	VII-7
2.8.1	Responsibilities and Characteristics.....	VII-7
2.8.2	Composition – Functions and Units.....	VII-7
2.8.3	Membership in Command Staff.....	VII-7
3.0	Emergency Coordination Center (ECC)	VII-8
3.1	Overview	VII-8
3.2	Primary ECC	VII-8
3.2.1	Location.....	VII-8
3.2.2	Directions	VII-8
Figure 7-2:	Sample Floor Plan of Primary ECC.....	VII-8
3.3	Secondary ECC.....	VII-9
Figure 7-3:	Sample Floor Plan of Secondary ECC.....	VII-9
3.4	Supplies, Provisions, and Back-up Power Generation	VII-10
3.5	Activation	VII-10
3.6	Graduated Responses	VII-10
3.7	Incident Commander	VII-10
3.8	ECC Command	VII-10
3.9	ECC Command Staff and Reporting for Duty When ECC is Activated.....	VII-10
3.10	Employees With Emergency Response Duties and Reporting for Duty When ECC is Activated	VII-10
3.11	Operations Centers (DOCS)	VII-10
4.0	Emergency Coordination Center Staffing Requirements	VII-11
4.1	References for Details.....	VII-11
4.2	Initial Response and Partial Activation.....	VII-11
4.3	Graduated Response and Activation Levels	VII-11
Table 7-1:	Activation of ECC Staff and Levels of Response	VII-11
5.0	Emergency Operations Communications	VII-12
5.1	Incident Field Commanders	VII-12
5.2	Emergency Personnel.....	VII-12
5.3	ECC	VII-12

6.0 Designated Emergency Coordinators and Personnel..... VII-12

6.1 Departmental Responsibilities..... VII-12

6.2 Responsibilities of Departmental/Division Emergency Coordinators VII-12

6.3 Training of Emergency Personnel..... VII-12

Figure 7-4: Lebanon Area Emergency Operations Communication Pathways VII-13

CHAPTER VII: EMERGENCY OPERATIONS

1.0 Introduction to Concept of Emergency Operations

1.1 Principle of Graduated Response

The concept of emergency operations is encompassed in the principle of “graduated response,” that is a commitment of personnel and material resources consistent with the magnitude, severity, and progression of the event that precipitates an emergency response.

1.2 Range of Activities

On the scale of graduated responses, emergency operations may include the following range of activities:

1. Day-to-day planning and preparedness
2. Prevention and mitigation
3. Routine emergency response
4. Localized, non-routine emergency response
5. Widespread disaster response
6. Recovery and post-disaster redevelopment

1.3 Focus

This Emergency Management Plan focuses attention on non-routine emergency operations in response to localized and widespread disasters, as well as recovery and post-disaster redevelopment.

2.0 Emergency Operations Organization

2.1 Overview

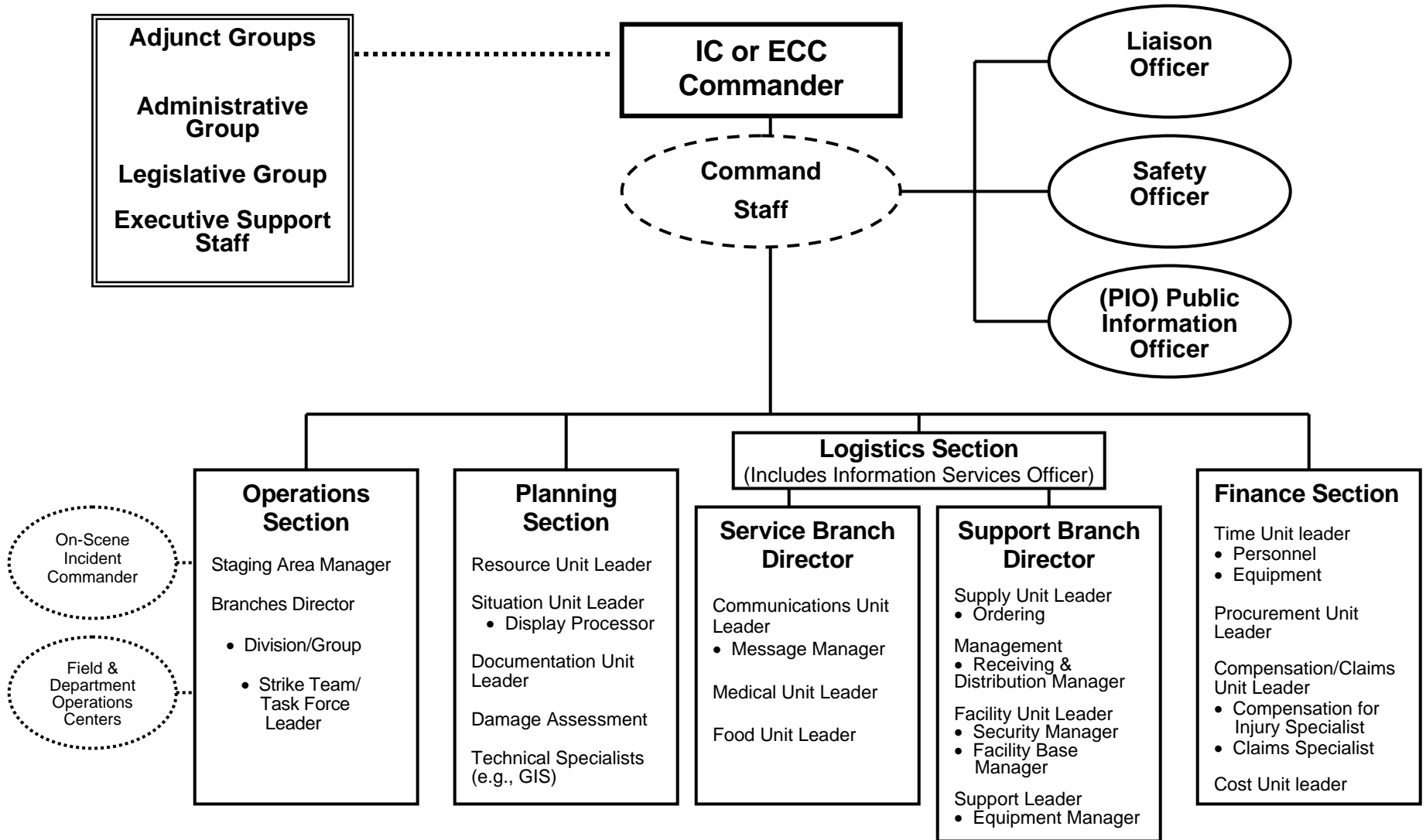
2.1.1 Overall Objectives: The City’s Emergency *Operations* Organization is designed to provide for the continuity of City government and governmental/Fire District services, as well as effective deployment and employment of personnel and resources committed to disaster response.

2.1.2 Incident Command System (ICS): As shown in **Figure 7-1**, (page VII-2), the City emergency operations organization is a derivative of the National Interagency Incident Management System (NIIMS) Incident Command System (ICS). It is an organizational structure designed to begin developing from the time an incident occurs until the requirement for intensified management and emergency operations no longer exists. The structure can be established and expanded, depending upon the changing conditions and management needs of the incident. It is used for any type or size of emergency, ranging from a minor incident involving only a few members of the emergency organization, to a major or catastrophic event involving the ECC and full representation of City and Fire District staff and other agencies. ICS is intended to be staffed and operated by qualified, trained personnel from throughout the City and Fire District staff and may include representatives from private and/or volunteer organizations.

NOTE:

The actual ICS procedures of the ECC are outlined in the ECC Guidebook and ECC Section manuals (e.g., Tactrons).

Figure 7-1: Incident Management Organization for Lebanon Area Utilizing ICS
 (NOTE: The Emergency Response Functions or ERFs Guide the Community's Emergency Operations.)



2.1.3 ICS Functional Sections and Adjunct Groups: The emergency operations organization, per se, has five major functional sections: IMT or Incident Management Team (IC/EC & Command Staff), Operations, Logistics, Planning, and Finance. The integration, as an ICS adjunct, of the Legislative Group provides the essential element for continuity of City government or Fire District continuity in emergency situations. The integration, as an ICS adjunct, of the Administrative Group provides adequate support of the emergency management activities, and as possible the ongoing day-to-day activities of the City and Fire District.

2.1.4 The Role of Emergency Response Functions (ERFs) In Incident Command System: The emergency operations of these functional groups are guided by the previously developed and continually updated ERF documents or Functional Annexes and their Standard Operating Procedures (SOPs). Chapter VIII of this Basic EMP contains an overview of the Community's thirteen ERFs.

Emergency Management Organization

The Community's Emergency **Operations** Organization is not to be confused with the Community's Emergency **Management** Organization or **EMO** (see Chapter III of this Plan).

The **EMO** is a standing organization of City Departments, the Fire District and community groups that is responsible for the continued updating and refinement of this EMP and its related documents, including the Emergency Response Functions (ERFs), and Hazard Guides. The overall task of the **EMO** is to provide the institutional framework, operating procedures, and trained personnel that will be utilized by the Community's Emergency **Operations** Organization -- employing the ICS model -- whenever it is activated on an ad hoc basis for emergency situations and/or events.

2.2 Adjunct Legislative Groups

2.2.1 Composition: When activated as needed, the Lebanon emergency management area may have two Legislative Groups: one each for the City and Fire District. The City's Legislative Group is comprised of the Mayor and City Council, supported by the City Administrator/City Recorder and City Attorney. The Fire District Board functions as the Fire District's City's Legislative Group. Each may have non-voting representative(s) participate in the other Group's deliberations. They may also hold joint sessions.

2.2.2 Responsibilities of the City Legislative Group:

- The Mayor and City Council represent the citizens of Lebanon in response to emergency conditions, and engages in official legislative actions as needed.
- The Legislative Group per se has no role in actually managing the City's operational response to the emergency event.
- The City Administrator provides advice and information, and as the City Recorder provides support to issue pertinent proclamations, resolutions, and/or ordinances for disaster-related matters.
- The City Attorney provides advice and counsel.

2.3.3 Responsibilities of the Fire District Legislative Group: The Board and Fire Chief shall organize their emergency legislative group functions according to their adopted Standard operating procedures.

2.3 Adjunct Administrative Groups

When activated as needed, the Lebanon emergency management area may have two Administrative Groups: one each for the City and Fire District. They may function together as needed.

2.3.1 Composition of the City Administrative Group:

2.3.1.1 Executive Director: The Executive Director is *usually* the City Administrator; however, “executive director” is a title that could apply equally to the Incident Commander, ECC Commander (e.g., Chief of Police, Public Works Director)), or other person appointed by the City Manager, depending on the situation.

2.3.1.2 Mayor (or Designee)

2.3.1.3 Chair of the Lebanon Fire District Board, and/or Fire Chief (or their designee) may participate as a non-voting liaison.

2.3.1.4 Senior City Staff (or Designees) as needed, may include

- City Administrator, if not acting as the Executive Director
- City of Lebanon Public Works Director
- City of Lebanon Police Chief
- Lebanon City Attorney
- City of Lebanon Finance Director
- City Engineer
- Personnel & Risk Management Manager
- Head of Public Information Officer (PIO) Team
- Others as designated by the City Administrator

2.3.1.5 Included as needed -- Executive Support Staff

2.3.2 Responsibilities of the City Administrative Group:

- The primary tasks of the City Administrative Group are to support the emergency management activities, and as possible continue the ongoing day-to-day activities of the City.
- The Administrative Group per se has no role in actually managing the City’s operational response to the emergency event.
- The Executive Support Staff provides certain staff functions required to support the executive element.

2.3.3 Composition and Responsibilities of the Fire District Administrative Group: The Board and Fire Chief shall organize their emergency Administrative group functions according to their adopted Standard Operating Procedures. A City representative may also participate as a non-voting liaison.

2.4 Incident Management Team (IMT) – IC/EC and Command Staff

2.4.1 Composition: The IMT, composed of senior ECC staff, has two components: the Incident Commander (IC) or Emergency Coordination Center Commander (EC), and the Command Staff. The senior ECC staff (or their designees) take charge of activating the ECC and assume responsibility for its initial operation. The core of the IMT is the Public Works Director, Police Chief, Fire District Chief, City PIO, and others so designated.

2.4.1.1 The Incident Commander (IC) or ECC Commander (EC) will generally be the head of the Lead Agency as specified in **Table 6-1** (page VI-2):

- Chief of Police
- Chief of the Fire District
- Public Works Director

2.4.1.2 The Command Staff will generally be composed of the other members of the IMT, the Section Chiefs of the ICS Functional Groups, and others so designated:

- ICS Section Chiefs
- Public Information Officer (Liaison with Media)
- ICS/ECC Safety Officer
- ICS/ECC Liaison Officer
- Personnel from Emergency Information Center, when activated (Contact point for public inquiries during an emergency event)
- Others as designated by the IC/EC

2.4.2 Responsibilities of Incident Commander (IC) or ECC Commander (EC): The IC or EC is in charge of the overall emergency operations of the City and surrounding area in response to an emergency or disaster event, and works through the Incident Command System (ICS) as outlined in **Figure 7-1** (page VII-2). *(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)*

2.4.3 Responsibilities of the Command Staff: The command staff shall assist the IC or EC as directed, and shall work through the Incident Command System (ICS) as outlined in **Figure 7-1** (page VII-2). *(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)*

2.5 Operations Section:

2.5.1 Responsibilities and Characteristics: The Operations Section is dedicated to oversight and coordination of all public safety and public services emergency operations. It is the nucleus from which the remainder of the structure expands. In addition, the Operations Section is responsible for the management of all incident tactical activities. *(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)*

2.5.2 Composition -- Functions and Units:

- Fire, HAZMAT, Search & Rescue (see ERFs 4, 9, and 10)
- Law Enforcement/Public Safety (see ERF 13)
- Public Works (see ERFs 1, 3, 12)

2.5.3 Departmental Operations Centers (DOCS):

- **Characteristics:** The operations functions noted above (in 2.5.2) are bolstered by the Departmental Operations Centers (DOCS) that are geographically separated from the ECC.
- **Responsibilities for Field Operations:** DOCs dispatch personnel and equipment to conduct actual field operations to carry out the incident plan.
- **Selective Activation:** Designated DOCs may be selectively activated on an “as-needed” basis to meet the specific requirements of the incident.

2.5.4 Internal Logistical Support Role: The Operations Section functional units also serve as the logistics support agents for their respective operational units that request assistance and/or resources.

2.5.5 Membership in Command Staff: The Operations Section functional chiefs are in charge of their respective units in the Operations Section and are members of the Command Staff.

2.6 Logistics Section:

2.6.1 Responsibilities and Characteristics: The Logistics Section provides for all of the support needs to the incident. *(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)*

2.6.2 Composition -- Functions and Units: The Logistics Section

- Includes ICS/ECC Information Services (IS) Officer
- Arranges for transportation (see ERF 1), communications (see ERF 2), personnel, supplies, equipment, fuels, food (see ERF 6a and 6b), health and medical services (see ERF 8), and other related needs as required; and,
- Provides purchasing and contracting services (see ERF 7), as well as coordination of volunteers/donations (see ERF 11 and Supplemental Guide for Coordination of Volunteers).

2.6.3 Service and Support Branches: On a complex Incident, Logistics may be divided into two branches: Service (which *does* things) and Support (which *gets* things).

2.6.4 Role of Departmental Operations Centers (DOCS): The Logistics Section is also supported by the Departmental Operations Centers (DOCS) that are geographically separated from the ECC.

2.6.5 Membership in Command Staff: The Logistics Section chief(s) is/are members of the Command Staff.

2.7 Planning Section

2.7.1 Responsibilities and Functional Units: The Planning Section, under the supervision of the Planning Section Chief, is responsible for the following functions (overviews of the ERFs can also be found in Chapter VIII & Table 6 of the Basic EMP):

- Damage Assessment (see ERF 14);
- Situation Analysis (see ERFs 5, 7, 15);
- Recovery Planning (see ERF 5).

(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)

2.7.2 Damage Assessment: Damage assessment includes initial identification and documentation of damage to private property and business, as well as damage sustained by public property and infrastructure systems. During the short-range recovery period, damage assessment extends to evaluation of structures for habitability, repair, reconstruction, or demolition in consonance with post-disaster redevelopment plans.

2.7.3 Situation Analysis: Situation analysis incorporates information gathering and analysis of emergency conditions on a community wide basis. Data/information inputs are received from the ECC Operations Section, ECC sub-centers (i.e., DOCs), damage assessment teams, and City Departments/staff, and other agencies. Information received, analyzed, and collated will be compiled and disseminated in required situation reports.

2.7.4 Recovery Planning: Recovery planning is predicated on continuing situation analyses. The Planning Section conducts planning meetings, assists in the preparation of the overall recovery plan, and provides alternative courses of action for recovery operations, and implements post-disaster redevelopment plans and programs.

2.7.5 Membership in Command Staff: The Planning Section chief(s) is/are members of the Command Staff.

2.8 Finance Section (see ERF 7)

2.8.1 Responsibilities and Characteristics: The Finance Section is responsible to coordinate and track time worked by all emergency personnel involved in the incident; track equipment, material and services usage and costs; provide cost analysis and projections; record all injury claims for compensation and claims against the City; and compile and collate all documentation to support public assistance application projects (approved Damage Survey Reports) as applicable. The Finance Section Chiefs are members of the Command Staff. *(Note: The actual ICS procedures and detailed staff responsibilities of the ECC are outlined in the ECC Guidebook and ECC Section manuals.)*

2.8.2 Composition -- Functions and Units:

- Documentation
- Time
- Cost
- Claims/Compensation
- Cost Recovery

2.8.3 Membership in Command Staff: The Finance Section Chief(s) is/are members of the Command Staff.

3.0 Emergency Coordination Center (ECC)

3.1 Overview

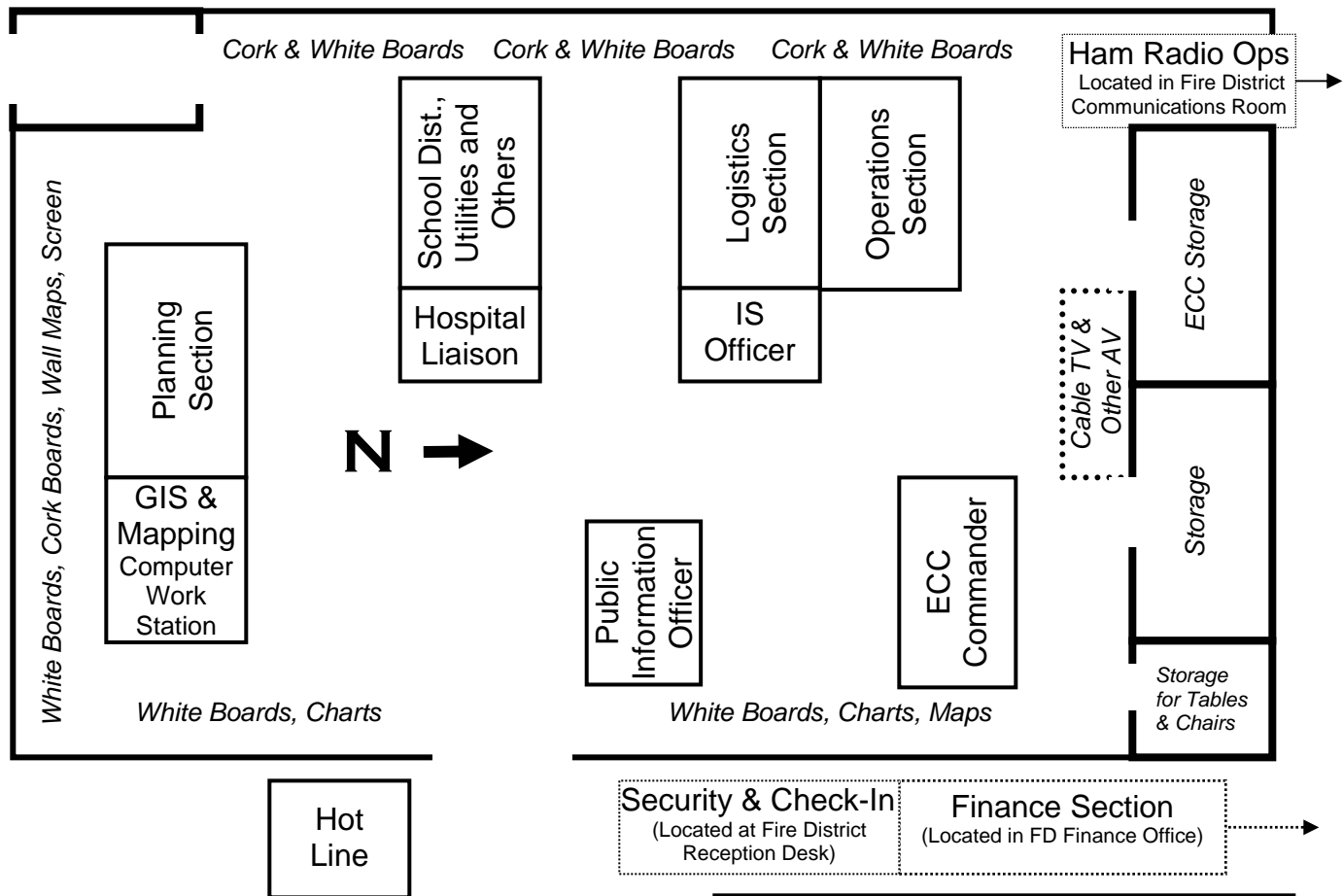
The Emergency Coordination Center (ECC) is the culmination point for direction, control, and coordination of disaster response activities, which involve multi-department support and/or municipal interface with other governmental jurisdictions. The ECC organizational structure follows the ICS structure as depicted in **Figure 7-1** (Page VII-2).

3.2 Primary ECC

3.2.1 Location: The Primary ECC will be located in the Fire District Training Room at 1050 West Oak Street, Lebanon. It is a shared facility that may be operated jointly with the Lebanon Fire District.

3.2.2 Directions: The ECC can be reached through the main entrance on the east side.

**Figure 7-2: Sample Floor Plan of Primary ECC
(Fire District Training Room at 1050 West Oak Street)**



3.3 Secondary ECC

- 3.3.1** If for any reason the primary location is unusable, the Secondary ECC will be the main second floor meeting room at the Lebanon City Hall, 925 Main Street.
- 3.3.2** It is anticipated that the Secondary ECC will eventually be located at a new City facility at the intersection of Morton and Second Streets (current street address of 60 Main Street).
- 3.3.3** When utilizing a secondary ECC, care must be taken to not jeopardize operations by placing the ECC in a position of being consumed by the event.

Figure 7-3: Sample Floor Plan of Secondary ECC

(Main second floor meeting room at the Lebanon City Hall, 925 Main Street first floor meeting room at the Lebanon Fire District)

3.4 Supplies, Provisions, and Back-up Power Generation

Plans will be in place prior to any activation of the ECC for sufficient food, water, sanitary facilities, and sleeping arrangements for the ECC staff for both primary and secondary ECC locations. ECC locations shall also be provided with back up electrical generating capacity to mitigate against power outages in the overall power grid.

3.5 Activation

The ECC will be activated by direction of the IMT, the appropriate Manager in succession, or as specified in Chapters V and VI of this Plan.

3.6 Graduated Responses

It is unlikely that all disaster situations will require a total response of all agencies/personnel identified in **Figure 7-1**. Instead, response will occur by only those agencies/personnel necessary to deal with the specific event (see Chapters V and VI of this Plan).

3.7 Incident Commander

Depending on the scope of the emergency, each incident scene may have an Incident Commander (IC) assigned or a jurisdictional Incident Commander may be designated and the local ECC activated to coordinate the overall jurisdictional response. Requests for assistance will normally be made by the on-scene ICs to their Departmental Operations Center (see **Figure 7-4** on page VII-12).

3.8 ECC Command

When activated, the ECC will function as a Multi-Agency Coordination Center or as an area command authority and will be managed by ECC COMMAND. The Lebanon ECC Command function will be assumed by the designated person from the appropriate Lead Agency as described in Chapter VI, Subsection 1.3 and summarized in **Table 6-1** (page VI-1). In most cases, representatives of a number of involved emergency response organizations will participate in the incident management of emergency operations by functioning as a joint command organization.

3.9 ECC Command Staff and Reporting for Duty When ECC is Activated

When the ECC is activated, members of the ECC Command and general staff shall report to the ECC unless otherwise directed by the on-scene Incident Commander, a member of the IMT, or other competent authority as designated under the Plan. (See Chapter VI of this Basic EMP for further details.)

3.10 Employees With Emergency Response Duties and Reporting for Duty When ECC is Activated

When the ECC is activated, employees of the City and Fire District with emergency response duties shall report to their normal duty stations unless otherwise directed by their supervisor a member of the IMT, or other competent authority as designated under the Plan. (See Chapter VI of this Basic EMP and your Department's SOPs for further details.)

3.11 Operations Centers (DOCS)

The ICS system may also involve a number of Operations Centers in the field and/or within the Fire District or City Departments (DOCS).

4.0 Emergency Coordination Center Staffing Requirements

4.1 Reference for Details

For details see Chapter VI, particularly Subsection 3.0 (page VI-5, & following) of this Plan.

4.2 Initial Response and Partial Activation

The initial ECC response to a disaster event will be a partial activation, comprised of representatives of the Command Staff and Operations Sections as indicated in **Table 7-1** below. The remainder of the ECC organization will be activated and staffed as needed, predicated on the magnitude of the situation and the particular management needs of the incident.

4.3 Graduated Response and Activation Levels

As the ECC structure expands to meet the specific need, the respective ECC Groups will be staffed as indicated in **Table 7-1**. Each office/agency is responsible to ensure that personnel are identified and prepared to meet these staffing requirements. Each office/agency must be prepared to provide 24-hour per day -- usually in 12 hour shifts -- operational staffing should the emergency situation so dictate (see Blue and Red Teams).

Table 7-1: Activation of ECC Staff, Other Responders and Levels of Response

STAFF, GROUPS, and SECTIONS to be ACTIVATED by TITLE		ACTIVATION and LEVELS of RESPONSE		
		<u>ONE</u>	<u>TWO</u>	<u>THREE</u>
1.	Legislative Adjunct Group	NO	NO	YES
2.	Administrative Adjunct Group	NO	NO	YES
3.	Adjunct Executive Support Staff	NO	NO	YES
4.	Incident Management Team (IMT) and ICS Sections			
4.1	Incident or ECC Commander	YES	YES	YES
4.2	Command Staff	As Needed	As Needed	YES
4.3	Operations Section	YES	YES	YES
4.4	Logistics Section	As Needed	As Needed	YES
4.5	Planning Section	As Needed	As Needed	YES
5.	ECC	NO	As Needed	YES
6.	Finance Section	NO	As Needed	YES
7.	DOCs	As Needed	As Needed	YES
8.	Emergency Response Functions (ERFs)	As Needed	As Needed	YES
9.	Other Private/Volunteer Organizations	NO	As Needed	YES

Note: See Activation and Levels of Response, Part Two, Chapters V and VI.

5.0 Emergency Operations Communications

5.1 Incident Field Commanders

As shown in **Figure 7-4** (page VII-12), during emergency operations Incident Commanders in the field will normally make requests for assistance to and report pertinent information through their Departmental Operations Centers (DOCs). On occasion, and as needed, an IC may communicate directly to the ECC when activated and/or the LPCC.

5.2 Emergency Personnel

During emergency operations, personnel involved in such operations shall normally communicate directly with the field or on-scene IC to whom they are assigned and/or their DOC as instructed. **Figure 7-4**, illustrates the Community's Emergency Operations Communication Pathways. (For further details see appropriate Call Lists, ERFs, and Departmental SOPs.)

5.3 ECC

As noted previously, when activated, the ECC shall act as the central point for the coordination of the Community's emergency operations (see **Figure 7-4**). This entails not only coordinating communications with City Departments, and the Fire District, but also community organizations (e.g., Mid-Valley Chapter of American Red Cross, Linn-Benton Food Bank, Community Services Consortium), major employers, as well as Linn County, other government agencies and jurisdictions (e.g., Cities, ODOT, LBCC, FAA), and media.

6.0 Designated Emergency Coordinators and Personnel

6.1 Departmental Responsibilities

Each City Department and Divisions (depending on size), as well as the Fire District, will designate: (1) at least one Emergency Management Program Coordinator (EMPC); (2) at least one (usually) Alternate EMPC or an Emergency Management Planning and Training Coordinator (EMPTC); (3) Emergency Personnel, as required, to serve as part of the ECC command and general EMO staff. (Also see pages I-1 to I-5, and II-8 to II-10.)

6.2 Responsibilities of Departmental/Division Emergency Coordinators

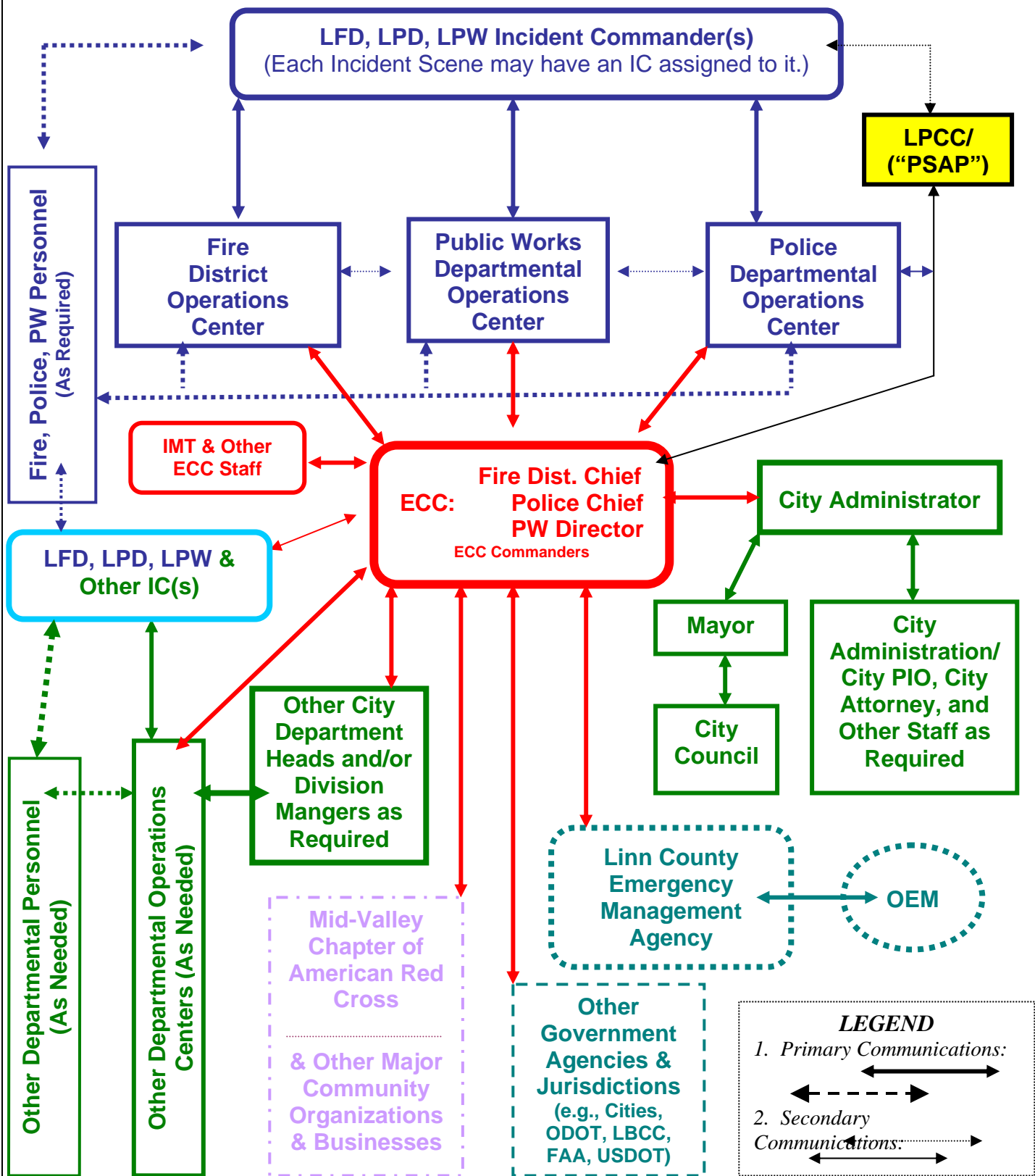
As noted in earlier Chapters, the Departmental/Division Emergency Coordinators (EMPCs and EMPTCs) will have primary responsibility for serving as the lead person(s) for emergency training, preparedness and organization within their Department, as well as serving as the primary liaison with other Departments for emergency functions (e.g., training, preparedness).

6.3 Training of Emergency Personnel

The Emergency personnel shall be trained to function under NIIMS Incident Command System. (See Chapter II, Subsection 7.0, Page II-8 & following.)

Figure 7-4: Lebanon Area Emergency Operations Communication Pathways

(Individuals, Departments, And Organizations Will Be Utilized As Needed)



PART THREE EMERGENCY PROGRAM RESPONSIBILITIES

CHAPTER VIII: SYNOPSIS OF EMERGENCY RESPONSE FUNCTIONS (ERFS) AND RESPONSIBLE PARTIES

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
0.0 Introduction	VIII-1
Table 8-1: Overview of the Lebanon Area Emergency Response Functions (ERFs).....	VIII-2
1.0 Transportation (ERF 1)	VIII-3
2.0 Communications/Alert and Warning (ERF 2).....	VIII-3
3.0 Public Works and Engineering (ERF 3).....	VIII-4
4.0 Fire Services and Emergency Medical & Transport Services (ERF 4)	VIII-4
5.0 Planning (ERF 5) – Three Subsections.....	VIII-5
5.1 Planning and Training (ERF 5.1)	VIII-5
5.2 Emergency Publication Information/Alert and Warning (ERF 5.2)	VIII-5
5.3 Damage Assessment (ERF 5.3).....	VIII-6
6.0 Mass Care and Human Services (ERF 6) -- Two Subsections	VIII-7
6.1 Services to the Public.....	VIII-7
6.2 Services to Personnel Responding to the Emergency, Including ECC Staff.....	VIII-7
7.0 Resource Management (ERF 7) – Two Subsections:.....	VIII-8
7.1 Resource Management Procurement and Record Keeping.....	VIII-8
7.2 Resource Management Distribution During an Emergency Event	VIII-8
8.0 Health and Medical (ERF 8)	VIII-8
9.0 Search and Rescue (ERF 9).....	VIII-9
10.0 Hazardous Materials (ERF 10).....	VIII 9
11.0 Food and Potable Water Resources (ERF 11) – Two Subsections.....	VIII 10
11.1 Services to the Public.....	VIII-10
11.2 Services to Emergency Responder, Including ECC Staff.....	VIII-10
12.0 Energy and Utilities (ERF 12)	VIII-10
13.0 Public Safety (ERF 13)	VIII-11
14.0 ERF Supplemental Guide for Coordination of Volunteers	VIII-11
Table 8-2: Summary of Primary Responsibilities for Planning, Maintaining and Implementing ERFs	VIII-12

PART THREE: EMERGENCY PROGRAM RESPONSIBILITIES

Chapter VIII

Emergency Response Functions (ERFs) and Responsible Parties

0.0 Introduction

This Chapter provides an overview of the primary responsibilities of each Emergency Response Function (ERF), and of the City, Community, and County Individuals, Departments, and Agencies that have the lead role in planning, maintaining the ERFs and implementing their tasks during emergency events. The complete description of each ERF and its accompanying Responsible Agency can be found in the Functional Annexes to this Basic Plan; each ERF will specify lines of succession for the annex coordinators. These Annexes will also identify both the primary and secondary responsibilities. The following Chapter of this Basic Plan also explains how these ERFs and Agencies fit into the overall organization and emergency management functions of the City. Also, as noted in Chapter VII (2.1.4, page VII-2), the ERFs guide the Emergency Operations of the City, and are thus integrated into the functioning of ICS. This integration of the ERFs and ICS is further illustrated in Chapter IX. All ERFs and their Responsible Agency or Agencies will be prepared to deal with All Hazards, and involve tasks encompassing all Phases of Emergency Management: Mitigation, Preparedness, Response and Recovery. The emergency tasks of responsible agencies primarily involve responsibilities that are extensions of their normal day-to-day activities. While local resources may be adequate in many emergency situations, additional resources may be needed from other jurisdictions through Mutual Aid Agreements and MOAs. **Table 8-1** on the following page presents a brief overview¹ of all thirteen ERFs; an ERF Supplemental Guide for Coordination of Volunteers is also summarized.

The thirteen Emergency Response Functions are:

- | | |
|--|--|
| 1. Transportation | 7. Resource Management |
| 2. Communications (2.1) /Alert and Warning (2.2) | 7.1 Marshalling of Fiscal & Personnel Resources/Records & Tracking |
| 3. Public Works and Engineering | 7.2 Transportation/Distribution of Materials & Personnel |
| 4. Fire (4.1) and Emergency Medical Services (4.2) | 8. Health and Medical |
| 5. Planning | 9. Search and Rescue |
| 5.1 Planning and Training | 10. Hazardous Materials |
| 5.2 Emergency Public Information/Alert and Warning | 11. Food and Water |
| 5.3 Damage Assessment | 12. Energy, and Public & Private Utilities |
| 6. Mass Care and Human Services | 13. Public Safety |
| 6.1 For the public | |
| 6.2 For personnel responding to the emergency | |

Table 8-2 on page VIII-12 presents a summary of the City, Community, and County Individuals, Departments, and Agencies¹ that have primary responsibilities for planning, maintaining and implementing the ERFs.

1. The lists of Individuals, Departments, and Agencies in Tables 8-1 & 8-2, and discussed throughout this Chapter, are not exhaustive. Complete lists and rosters are maintained for each ERF by the Lead Person(s).

Table 8-1: Overview of the Lebanon Emergency Response Functions (ERFs)

ERF #	ERF Name	(Selected) Responsible Person(s), and Department(s), etc.	Brief Description of Activities In preparation for & During Disasters and Other Emergencies	BEMP Page
1	Transportation	Public Works Director; PW Maint. Div. Mgr.; Leb School Transportation Dir.	Emergency transportation of people, supplies, and materials during major disasters and technological emergencies.	VIII -3
2	Communications/ Alert & Warning	911 Manager, Police & Police Comm. Supers, IS Manager, GIS, ARES	2.1 Emergency communication includes critical information about equipment and capabilities. 2.2 Also a Primary role in Alert & Warning.	VIII -3
3	Public Works and Engineering	PW Director; Assist. PW Dir. (e.g., Priority Projects Mgr.); City Engineer	Emergency engineering and public works: repair/restoration of essential services & vital facilities, and debris removal.	VIII -4
4	4.1 Fire & 4.2 Emergency Medical	Fire District Chief	(4.1) Emergency plans for fighting fires under stressful situations (e.g., large conflagrations, HAZMAT, Earthquakes); (4.2) Emergency Medical Treatment and Transport	VIII -4
5.1	Planning, and Training	PW Director; Police Chief; Fire Chief; IMT; Community Development Manager; EMPTCT	Planning: creation, maintenance of emergency management organization & all operations plans (e.g., EMP, ERFs, Guides, Annexes), and training program	VIII -5
5.2	Emergency Public Information	City PIO; Police Department PIO; Fire District PIO; School District PIO	Information/Education Planning. Coordinate all information released to the public and news media. Release situation reports to media and instructions to the public via news media and warning systems (e.g., EAS). Secondary role in Alert and Warning (2.2).	VIII -5
5.3	Damage Assessment	Community Development Manager, Maintenance Supervisor, Building Official, Senior GIS Specialist	Gather information on scope of disaster, make rapid assessment of damage, estimate value of loss	VIII -6
6	Mass Care and Human Services	MV Red Cross; Community Services Consortium; OCWCOG; Lebanon School District	Mass care; shelter; human services; assisting special needs population (e.g., elderly, mobility impaired, etc.); counseling.	VIII -7
7	Resource Management	City Finance Director; Human Resource Manager; PW Director; PW Maintenance Division Manager	(7.1) Marshalling fiscal & personnel resources; documenting expenditures; keeping vital records; facilitating EM training. (7.2) Supplying needs for materials, equipment & personnel.	VIII -8
8	Health & Medical	Linn County Health Administrator; LC Medical Examiner, Public Health Program Manager; Lebanon Community Hospital	Coordinating public health/medical services, info; assisting in assessing damage & restoring essential H & M services.	VIII -8
9	Search and Rescue	Fire District Chief; Police Chief; Public Works Director	Locate, identify, and remove stricken area survivors & injured in need of treatment, the marooned, and bodies of fatalities.	VIII -9
10	Hazardous Materials	Fire District Chief; Police Chief; PW Environmental Ops Manager	Evaluating the situation; isolating the contaminated area; evacuating threatened persons; notifying state authorities.	VIII -9
11	Food and Water	Linn-Benton Food Bank; & Linn County Health; and PW Maintenance Division Manager	Providing potable water and food to affected persons during disasters and other emergencies.	VIII -10
12	Energy and Utilities	PW Director; Assistant PW Director; CD Manager; Utility Representatives	Repair & restoration of utilities whose damage & disruption poses threats to the public health, safety, and welfare.	VIII -10
13	Public Safety	Police Chief; City Attorney; and District Attorney	Law enforcement to ensure the safety of life and property, as well as the rights of citizens; traffic and crowd control.	VIII -11
ERF Supplemental Guide for Coordination of Volunteers		PW Maint. Div. Manager; School District Supt.; Library Manager; Senior Center Mgr.; Boys & Girls Club	Coordination of donations of materials and the volunteers who often turn out in large numbers during emergency situations to help their community and neighbors.	VIII -11

1.0 Transportation (ERF 1): PW Director, PW Maintenance Division Manager, with Lebanon School District Transportation Director {¹ *City Administrator*}

This ERF includes the requirements and responsibilities for the emergency transportation of people, supplies, and materials during major disasters and technological emergencies. Different types of emergencies may stress, over stress, or even cause major disruptions and breakdowns of normal transportation mechanisms. Situations may necessitate the transportation of extraordinary amounts and numbers of materiel and persons in a constrained timeframe and within very narrow geographical limits. At the direction of the ECC, this could include the evacuation of critical facilities, neighborhoods, or even major portions of the entire community. It is assumed that private vehicles will be the primary mode of transportation for most persons, but in certain situations public authorities will need to provide mass transportation of people and materials. This ERF, under the responsibility of the PW Director and Maintenance Division Manager (in cooperation with the Lebanon School District Transportation Director), is charged with anticipating and addressing the issues related to mass transportation needs during emergencies. Transportation facilities within the Lebanon area to be organized for such events include city-owned Dial-A-Bus vehicles, public transit buses, state-owned motor pool vehicles, privately-owned school bus vehicles, and any similar source.

2.0 Communications/Alert and Warning (ERF 2) – Two Subsections: 911 Manager, Police Communications Supervisor, Fire District Communications Supervisor, IS Manager, & Senior GIS Specialist (Co-Chairs), with ARES Representative {¹ *City Administrator*}

This ERF includes the requirements and responsibilities for (2.1) Emergency Communication and (2.2) Alert and Warning (Chapter VI, Subsection 2.2), during disasters and other emergencies. This ERF details critical information about communications equipment and capabilities available during emergency operations. Different types of emergencies may stress, over stress, or even cause major disruptions and breakdowns of normal modes and means of communication. In fact, it is commonly understood that in many situations communications becomes the primary bottleneck during prolonged disasters and thus tends to exacerbate the problems and increase confusion if not adequately addressed. This ERF, under the responsibility of the Co-Chairs, is charged with anticipating and addressing the issues related to communications needs and Alert and Warning during emergencies.

¹ The **City Administrator** takes a leading role in facilitating the updates and maintenance of all ERFs that involve County Departments and/or community groups, and organizations (e.g., utility companies, School District, Lebanon Community Hospital, OCWCOG, American Red Cross, and so on). See Chapter X, Subsection 2.15.

3.0 Public Works and Engineering (ERF 3): PW Director, Assistant PW Director (e.g., Priority Projects Manager), and City Engineer

This ERF includes the requirements and responsibilities for emergency engineering and public works initiatives during disasters and other emergencies. Various emergencies and disasters require the provision of extra ordinary public works and engineering endeavors to protect lives and property. Many emergency situations may overtax the in-house resources and capacity of the City's Public Works Department to cope with a disaster. This may necessitate accessing assistance from other jurisdictions through mutual aid agreements and other organizations and/or private entities. Emergency functions may include response and recovery activities such as repair and restoration of essential services and vital facilities, as well as debris removal. This ERF, under the responsibility of the PW Director, Assistant Director (e.g., Priority Projects Manager), and the City Engineer, is charged with anticipating and addressing the issues related to public works and engineering needs during emergencies.

4.0 Fire Services and Emergency Medical & Transport Services (ERF 4): Fire District Chief -- Two Subsections (4.1, 4.2)

4.1 Fire Services (ERF 4.1)

ERF 4.1 includes the requirements, responsibilities, and plans for fighting fires during disasters and other emergencies. The normal problems of fire prevention and control can become exacerbated during large conflagrations, HAZMAT and radiological incidents, earthquakes, and other types of disasters that stress normal transportation, communication, and provision of critical utilities (e.g., water, electricity). This ERF, under the responsibility of the Lebanon Fire District Chief, is charged with anticipating and addressing the issues and needs related to fire control (See ERFs # 9 and #10)

4.2 Emergency Medical & Transport Services (ERF 4.2)

ERF 4.2 includes the requirements, responsibilities, and plans for triage, medical emergency services, treatment and transportation of the injured during emergencies. Many emergencies, including fires and severe damage to structures or vehicles, may result in persons trapped and injured, and thus necessitate rescue tasks as well. This ERF, under the responsibility of the Lebanon Fire District Chief, is charged with anticipating and addressing the issues and needs related to emergency medical treatment, rescue and transport (See ERFs # 9 and #10).

5.0 Planning (ERF 5): Three Subsections (5.1, 5.2, 5.3)

5.1 Planning and Training (ERF 5.1) – Public Works Director, Police Chief, and Fire Chief with the IMT, Community Development Manager, and the EMPTCT

This ERF includes the requirements, and responsibilities for providing relevant and timely information, designing and implementing training, coordinating the creation and maintenance of the organizational framework, and overall operations plans for the City to prepare for, mitigate against, respond to, and recovery from disasters and other emergencies. These responsibilities would include the coordination of the development and updating of the City of Lebanon Emergency Operations Plan, its Functional Annexes and Hazard Specific Annexes, as well as associated materials such as the Resource Document, Emergency Coordination Center Guide, and the Recovery Guide. This ERF, under the responsibility of the City of Lebanon Public Works Director with the Assistance of the Police Chief, Fire Chief, and the Incident Management Team (IMT), the Community Development Manager, and the Emergency Management Planning & Training Coordinators Team (EMPTCT), is charged with anticipating and addressing the issues and needs related to Emergency Planning and Information.

5.2 Emergency Public Information/Alert and Warning (ERF 5.2): City PIO, Assisted by the Full Area PIO Team (including the PIOs from the LPD, LFD, Lebanon School District), as well as the IMT & EMPTCT {¹ City Administrator}

This ERF, under the responsibility of the City PIO is charged with the requirements, responsibilities, and plans that anticipate and address the issues and needs related to providing accurate Emergency Public Information (EPI), including media relations and demands, as well as availability and use of public information resources during emergency situations. EPI includes: the development, verification, and dissemination of information to the media and the public; coordination of public information release with Incident Command; managing, coordinating, and responding to media center(s) if required; obtaining and maintaining public information resources such as websites and recorded phone messages; managing needs for communication with special populations and coordinating press conferences. As time permits, this ERF also plays a secondary role in Alert and Warning in cooperation with ERF 2; the pace at which an actual emergency event unfolds may dictate what -- if any -- role can be played beyond prior advanced planning. The City PIO will act as the Chair of this ERF, and will be assisted by the Lebanon Area PIO Team, as well as the IMT & EMPTCT. The City of Lebanon Administrator, as needed, shall help facilitate and coordinate the work of the ERF.

5.3 Damage Assessment (ERF 5.3): Community Development Manager and Maintenance Supervisor (Co-Chairs), with Building Official/Inspector, and Senior GIS Specialist, as well as Assistance from Public Works Director, PW Maintenance Division Manager, IMT and the EMPTCT

This ERF includes the requirements, responsibilities, and plans for marshalling the data vis-à-vis public material, facilities and infrastructure for both the initial damage assessment as a disaster or emergency situation begins to unfold during the Response phase, and the more detailed follow up reports necessary for Recovery and Mitigation. Initial damage assessments (IDAs) are necessary early in a disaster or emergency event in order to gauge the seriousness of the event and to calculate the adequacy of local resources (personnel, material, and fiscal) to effectively cope with the situation, and make determinations on requests for outside aid and assistance. Such data would be tabulated by the County in its IDA that could be forwarded to the State for a state declaration and assistance, and could then become part of any request by the Governor for a Presidential Disaster Declaration and the triggering of Federal assistance. The more detailed follow up reports are necessary for Recovery and Mitigation, including a variety of state and federal programs. This ERF, under the joint responsibility of the Community Development, and Maintenance Supervisor with the assistance of the Building Official and Senior GIS Specialist, is charged with anticipating and addressing the issues and needs related to emergency Damage Assessment, documentation (e.g., photographs, video tapes, and so on), and record keeping services. This ERF also may entail the utilization of public works, police and fire personnel reports, and require coordination with other groups and agencies that also perform a variety of DAs (e.g., American Red Cross; Linn County EMSD), as well as cooperation with City Finance for long term assessment.

6.0 Mass Care and Human Services (ERF 6): Mid-Valley Chapter of American Red Cross, Community Services Consortium, Oregon Cascades West Council of Governments (OCWCOG), PW Maintenance Division Manager, Linn-Benton Food Bank, LC Mental Health Representative, Lebanon School District Superintendent (Co-Chairs), and with the assistance of the City of Lebanon Administrator and Public Works Director -- *Two Subsections (6.1, 6.2)*
{ City Administrator }

This ERF is organized into two subsections: “6.1” provides services to the public, and “6.2” provides similar services to personnel responding to the emergency.

These two subsections of the ERF include the requirements, responsibilities, and plans for providing mass care, shelter, human services, and assisting the special needs population during disasters and other emergencies. Various emergencies and disasters require the provision of extraordinary human service assistance to not only the normal clients of involved agencies, but also others impacted by the emergency either directly or indirectly. Emergency assistance could not only include shelter, but also such services as crisis counseling, and a variety of aid for special needs groups (e.g., non-English speaking persons, elderly, mobility impaired, hearing or visually impaired, developmentally disabled, and others). This ERF, under the joint responsibility of the Director of the Mid-Valley Chapter of the American Red Cross, Director of the Human Services Consortium, Director of OCWCOG, and Director of Linn County Mental Health, and School District Superintendent (primary Co-Chairs) is charged with anticipating and addressing the issues and needs related to responders and public mass care, shelter, human services and related services during emergencies. This ERF is also closely linked with Food and Water (ERF #11), as well as the ERF charged with Health and Medical Services (ERF # 8). The City of Lebanon Administrator and Public Works Director, as needed, shall help facilitate and coordinate the work of the ERF Co-Chairs. (Note: the Directors of the above mentioned organizations and agencies may designate a representative.)

7.0 Resource Management (ERF 7) -- Two Subsections (7.1, 7.2)

7.1 Resource Management Procurement and Record Keeping (ERF # 7.1): City Finance Director, and Public Works Director (Co-Chairs)

This ERF includes the requirements, responsibilities, and plans for marshalling the fiscal and personnel resources necessary for coping with disasters and other emergencies, as well as documenting expenditures and other necessary emergency record keeping measures above and beyond normal maintenance and protection of vital records. This function consists primarily of coordinating and holding each City Department accountable for maintaining a current list of vital records and designating staff responsible for protecting such records during emergencies. This ERF, under the responsibility of the City Finance Operations Manager and Public Works Director, is charged with anticipating and addressing the issues and needs related to the procurement of Emergency Resource Management Services and record keeping. This ERF works closely with ERF 7.2, as well as Transportation (ERF # 1), Public Works and Engineering (ERF #3), Mass Care and Human Services (ERF # 6), Emergency Health and Medical Services (ERF # 8), the provision of Food and Water (ERF#11), and Energy and Utilities (ERF #12).

7.2 Resource Management Distribution During an Emergency Event (ERF 7.2): Public Works Director, City Finance Director, PW Maintenance Division Manager *[This ERF may entail cooperation with other organizations (e.g., FEMA, the Red Cross)].*

This ERF includes the requirements, responsibilities, and plans for the actual transportation and distribution of personnel and material resources necessary for coping with disasters and other emergencies. . This ERF, under the responsibility of the Public Works Director, PW Maintenance Division Manager and City Finance Operations Manager, is charged with anticipating and addressing the issues and needs related to the transportation and distribution of personnel and material resources for coping with disasters and other emergencies. This ERF works closely with ERF 7.1, as well as Transportation (ERF # 1), Public Works and Engineering (ERF #3), Mass Care and Human Services (ERF # 6), Emergency Health and Medical Services (ERF # 8), the provision of Food and Water (ERF#11), and Energy and Utilities (ERF #12).

8.0 Health and Medical (ERF 8): County Health Administrator, Medical Examiner, Director of Lebanon Community Hospital (Co-Chairs) *{ City Administrator}*

This ERF includes the requirements, responsibilities, and plans for providing health and medical care during disasters and other emergencies. The primary purpose of this ERF is to provide coordinated public health, environmental health, and medical services, including dissemination of health information, during emergency situations to reduce death and injury, and secondarily to assist in damage assessment and restoration of essential health and medical services (including the handling of fatalities) within the disaster area. This ERF, under the joint responsibility of the County Health Administrator, Medical Examiner, Director (or Designee) of Lebanon Community Hospital, is charged with anticipating and addressing the issues and needs related to Emergency Health and Medical Services. This ERF is also closely linked with the ERFs charged with Fire and Emergency Medical Services (ERF # 4), Mass Care and Human Services (ERF # 6) and the provision of Food and Water (ERF#11). The City of Lebanon Administrator and the Fire District Chief, as needed, shall help facilitate and coordinate the work of the ERF Co-Chairs. (Note: the Directors of the above mentioned organizations and agencies may designate a representative.)

9.0 Search and Rescue (ERF 9): Fire District Chief, and Police Chief (Co-Chairs)

This ERF includes the requirements, responsibilities, and plans for the provision of trained and equipped emergency rescue response forces to respond to both isolated incidents involving one or few persons and more widespread situations during disasters and other emergencies. Emergency rescue response forces will be prepared to operate in stricken areas to locate, identify, and remove survivors, the injured in need of medical treatment and/or decontamination, the marooned, and the bodies of those suffering fatal injuries. A variety of disasters can result in severe damage to structures and/or persons being cut off and isolated in areas of high risk. In addition, individuals and/or groups may become lost, injured, or otherwise incapacitated, in wilderness areas and thus undergo serious threats to health and safety. The role of a trained, equipped and organized rescue service would be to conduct efficient and effective methodological search and rescue operations, suppress and minimize the loss of life, shore up and stabilize weakened structures, release trapped persons, and locate the missing and the fatalities. This ERF, under the responsibility of the Chiefs of the Lebanon Police Department & Fire District (assisted by the Public Works Director, and in close cooperation with the Linn County Sheriff), is charged with anticipating and addressing the issues and needs related to Search and Rescue operations. This ERF is also closely linked with the ERFs charged with Fire Services (ERF # 4), Mass Care and Human Services (ERF #6), Health and Medical Care Services (ERF #8), and HAZMAT Services (ERF#10).

10.0 Hazardous Materials (ERF 10): Fire District Chief, Assisted by the Police Chief, and Environmental Operations Manager

This ERF includes the requirements, responsibilities, and plans for responding to hazardous materials incidents, including radiological incidents, during disasters and other emergencies. Such incidents could involve the transport, use, storage, and processing of hazardous materials. Local response would normally be limited to evaluation of the situation, isolating the contaminated area, evacuating threatened persons, and notification of state authorities. (Cleanup, containment, transport and storage of contaminated materials and the contaminants will be the responsibility of the state.) This ERF, under the responsibility of the Fire Chief (assisted by the Police Chief, and Environmental Operations Manager), is charged with anticipating and addressing the issues and needs related to Hazardous Materials Services. This ERF is also closely linked with the ERFs charged with Fire Services (ERF # 4), Mass Care and Human Services (ERF #6), Health and Medical Care Services (ERF #8), and Search and Rescue operations (ERF#9).

11.0 Food and Potable Water Resources (ERF 11): Linn-Benton Food Bank, Linn County Environmental Health, & PW Maintenance Div. Manager (Co-Chairs)
{¹ City Administrator}

This ERF is organized into two subsections: “11.1” provides services to the public, and “11.2” provides similar services to personnel responding to the emergency.

This ERF includes the requirements, responsibilities, and plans for providing potable water and food to affected persons during disasters and other emergencies. Different types of emergencies may stress, over stress, or even cause major disruptions and breakdowns of the normal transportation and distribution of food and/or disrupt the normal supply of potable water through contamination and other means. This ERF is under the joint responsibility of Linn-Linn Food Bank, Linn County Environmental Health, and the PW Maintenance Division Manager as the primary Co-Chairs, is charged with anticipating and addressing the issues and needs related to the provision of food and potable water and related services to both responders and the public. This ERF is also closely linked with Mass Care and Human Services (ERF #6), as well as the ERFs charged with Transportation (ERF #1), Health and Medical Care Services (ERF #8), and Energy/Utilities (ERF #12). The City of Lebanon Administrator and Public Works Director, as needed, shall help facilitate and coordinate the work of the ERF Co-Chairs.

12.0 Energy and Utilities (ERF 12): Public Works Director, PW Maintenance Division Manager (Co-Chairs), with Representatives from the Area’s Utilities
{¹ City Administrator}

This ERF includes the requirements, responsibilities, and plans for the repair and restoration of energy sources and utilities whose damage and disruption poses threats to the health, safety, and welfare of the affected persons during disasters and other emergencies. Different types of emergencies may stress, over stress, or even cause major disruptions and breakdowns of the normal supply and distribution of vital services, including: public water and sewage, and private electricity, telephones, natural gas and other fuels. This ERF, under the responsibility of the Public Works Director; PW Maintenance Division Manager with Representatives from the Area’s Utilities, is charged with anticipating and addressing the issues and needs related to the repair and restoration of public owned utilities and coordinate with private utilities. This ERF is also closely linked with the ERFs charged with Mass Care and Human Services (ERF #6), Health and Medical Care Services (ERF #8), and Food and Potable Water (ERF #11). The City of Lebanon Administrator, as needed, shall help facilitate and coordinate the work of the ERF Co-Chairs.

13.0 Public Safety (ERF 13): Police Chief, City Attorney (Co-Chairs), with the Linn County District Attorney *{¹ City Administrator}*

This ERF includes the requirements, responsibilities, and plans for the proper coordination of law enforcement activities to ensure the safety of life and property, as well as the rights of citizens, during disasters and other emergency situations. If local resources are exceeded, additional support may be obtained from both state and federal law enforcement agencies and groups. Responsibilities of this ERF include not only law enforcement, but also may entail other activities to maintain law and order, such as traffic and crowd control that might be involved in curfews or an evacuation or as part of other necessary measures. This ERF, under the joint responsibility of the City of Lebanon Police Chief and City Attorney (with assistance from the District Attorney), is charged with anticipating and addressing the issues and needs related to the Criminal Justice System, Law Enforcement, and related services. This ERF is closely linked with many other ERFs including those charged with Transportation Services (ERF # 1), Fire Services (ERF #4), Mass Care and Human Services (ERF #6), Health and Medical Care Services (ERF #8), Search and Rescue (ERF #9), and Hazardous Materials Services (ERF#10).

14.0 ERF Supplemental Guide for Coordination of Volunteers: Library Director, Lebanon School District Superintendent (or Designee), Boys & Girls Club Director, PW Maintenance Division Manager; Senior Services Manager (Co-Chairs) *{¹ City Administrator}*

This ERF Supplemental Guide includes the requirements, responsibilities, and plans for training and coordinating the emergent volunteers that often turn out in large numbers during emergency situations to help their community and neighbors, and coordinating donated materials. This function is responsible for assessing the changing situation(s) and organizing volunteers at a disaster scene or throughout the community during widespread emergency situations, with the goal of optimum utilization of this valuable resource and the variety of skills, talents, and eagerness to work that volunteers bring to the situation. This ERF Supplemental Guide, under the responsibility of the four Co-Chairs, is charged with anticipating and addressing the issues and needs related to emergency coordination, training, and use of volunteers in emergency situations, as well as the coordination and utilization of donated materials. The City of Lebanon Administrator, as needed, shall help facilitate and coordinate the work of the ERF Co-Chairs. (Note: the Directors of the above mentioned organizations and agencies may designate a representative.)

Table 8-2: Summary of Primary Responsibilities for Planning, Maintaining and Implementing ERFs

L = Lead Person(s), Department(s) or Agency(-ies) A = Assisting Person(s), Department(s) or Agency(-ies) Emergency Response Function (ERF) #	City, Community, and County Departments, Organizations & Agencies																																			
	Public Works Department								Police Dept.			Fire District			City Administration							County Departments & Community Organizations														
	PW Director (or Designee)	Asst PW Dir (Priority Projects Mgr)	City Engineer	Environmental Operations Mgr.	Maintenance Div Mgr (or Designee)	CIP Sr. Engineer (or Designee)	Facility Plan Sr. Engr. (or Des.)	Senior GIS Specialist	CD Manager (or Designee)	Building Official/Inspector	Police Chief (or Designee)	Lieutenant	Communications Supervisor	Fire District Chief (or Designee)	Assistant Fire Chief	Fire Marshal	City Administrator	City Attorney	Financial Operations Manager	Information Services Manager	Human Resources Manager	Public Information Officer	Library Manager	Senior Center Manager	Reps of Public/Private Utilities	Lebanon School District	Lebanon Community Hospital	Linn County Health	Medical Examiner (or Designee)	Boys & Girls Club	Linn-Benton Food Bank	ARES	Oregon Cascades West COG	Mid Valley Amer. Red Cross	Community services Consortium	
1	L	A	A		L																															
2							A			L		L	L							L		A									A					
3	L	A	A		A	A	A																													
4													L	A	A											A										
5.1	L							L		L			L								A															
5.2	A							A		L			L			A						L	A		L											
5.3	L	A	A	A	L	A	A	A	L	L	A					A			A		A			A									A	L	L	
6	A				A											A							A		L			A			A	L	L			
7.1	L				A														L		A															
7.2	L				L														A		A															
8				A									A			A										L	L	L						A		
9	A						A			L			L																							
10				A						A			L																							
11	A				A											A											L	L		L						
12	L	A			L			L								A								L												
13	A									L			A				L																			
Guide for Volunteers					A											A						A	L	A		L										

The ERFs by Title: (1) Transportation; (2) Communications/Alert & Warning; (3) Public Works and Engineering; (4) Fire and Emergency Medical; (5.1) Planning, and Training; (5.2) Emergency Public Information; (5.3) Damage Assessment; (6) Mass Care and Human Services; (7.1) Resource Management (Marshalling Fiscal/Personnel); (7.2) Resource Management (Transportation/Distribution) (8) Health & Medical; (9) Search and Rescue; (10) Hazardous Materials; (11) Food and Water; (12) Energy and Utilities; (13) Public Safety

**CHAPTER IX:
EMERGENCY RESPONSE FUNCTIONS (ERFS)
AND THE
INCIDENT COMMAND SYSTEM (ICS)**

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
1.0 ERF Standing Task Forces	IX-1
2.0 ERF Linkage to ICS.....	IX-1
2.1 Overview	IX-1
2.2 Summary Table and Flow Chart	IX-1
<u>Table 9-1:</u> Overview of the Lebanon Area Emergency Response Functions (ERFs) and Integration with ICS	IX-2
<u>Figure 9-1:</u> Emergency Response Functions and Incident Management Organization Utilizing ICS.....	IX-3

Chapter IX:
Emergency Response Functions (ERFs)
and the
Incident Command System (ICS)

1.0 ERF Standing Task Forces

The individuals who update and maintain ERFs¹ may be considered standing task forces of the Community’s EMO and ICS. The ongoing role of these ERF “mini” task forces is to develop, exercise, and refine contingency plans and standard operating procedures (SOPs) to deal with any and all emergency situations. ERFs also include provisions to educate and train personnel to be effective and efficient emergency workers. The ERF “mini” task forces foster essential teamwork and cultivate working relationships during non-emergency planning and exercise functions.

2.0 ERF Linkage to ICS

2.1 Overview

Each ERF is linked to a facet of the Incident Command System². Although the ERF task forces prepare the essential framework, plans, and working relationships to be used by the City’s ICS during emergency situations, the ERFs and the personnel associated with them shall not be rigidly attached to any given ICS section. During actual emergency situations, ERFs and the personnel associated with them may be utilized by the City’s ICS in any manner deemed appropriate by the Incident Commander and/or ECC Commander. In this manner, the critical element of flexibility is maintained during a crisis, and is enhanced by the accumulated results of ERF task forces’ ongoing preparation, planning, exercising, and training.

2.2 Summary Table and Flow Chart

The thirteen ERFs of the Lebanon Area EMO are summarized in, and the relationships between each ERF and the Community’s ICS are shown in **Figure 9-1**. In addition to the thirteen ERFs, **Table 9-1** also summarizes the *ERF Supplemental Guide for Coordination of Volunteers*, which sets forth the community’s guidelines for utilizing emergent volunteers during emergency events.

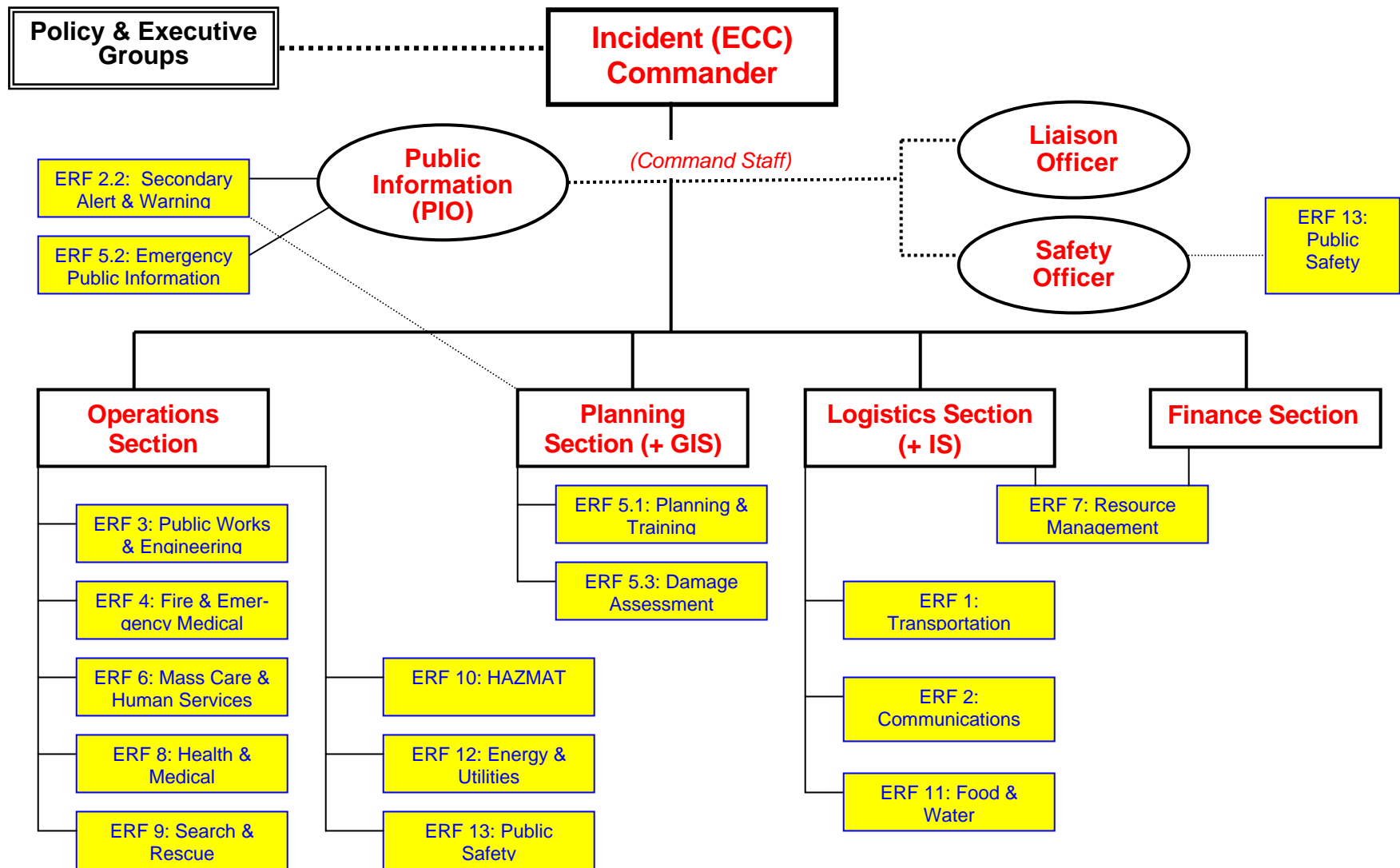
¹ See Chapter VIII for further additional information. For complete details see the ERF Annexes.

² See Chapter VII for further information. For a more in depth description see the ECC Guide.

Table 9-1: Overview of the Lebanon Emergency Response Functions (ERFs) and Integration with ICS

ERF #	ERF Name	Primary Responsible Parties for ERF Planning, Maintenance, and Implementation	ECC/ICS Function(s)
1	Transportation	Public Works Director; PW Maintenance Division Manager	Logistics Section
2	Communications (2.1) Alert & Warning (2.2)	911 Manager, Police Communications Supervisor; IS Manager; Senior GIS Specialist; ARES	2.1 Logistics Section: Communications Unit 2.2 Planning Section: EPI Branch (PIO attached to Command Staff during Activation)
3	Public Works and Engineering	Public Works Director; Assistant PW Director; City Engineer	Operations Section: Public Works Branch
4	Fire and Emergency Medical	Fire District Chief	Operations Section: Fire/EMS Branch
5.1	Planning, and Training	Incident Management Team (IMT) & Emergency Management Planning & Training Coordinators Team (EMPTCT); Senior GIS Specialist	Planning Section
5.2	Emergency Public Information	City PIO; Police Department PIO; Fire District PIO; School District PIO; Other PIO Team Members	Planning Section: EPI Branch (PIO attached to Command Staff during Activation)
5.3	Damage Assessment	Community Development Manager, Maintenance Supervisor Building Official/Inspector, Senior GIS Specialist	Planning Section: Damage Assessment Unit
6	Mass Care and Human Services	MV Red Cross; Community Services Consortium; PW Maintenance Division Manager; Lebanon School District Superintendent	Operations Section: Human Services Branch
7	Resource Management	City Finance Director; Human Resource Manager; PW Maintenance Division Manager	(7.1) Finance Section (7.2) Logistics Section
8	Health & Medical	LC Health Administrator; LC Medical Examiner, Public Health Program Manager; Lebanon Community Hospital Director	Operations Section: Public Health Branch
9	Search and Rescue	Fire District Chief; Police Chief; Public Works Director	Operations Section: Fire & Law Enforcement Branches
10	Hazardous Materials	Fire District Chief; PW Environmental Operations Manager	Operations Section: Fire Branch
11	Food and Water	Linn-Benton Food Bank; & Linn Co. Environ. Health; PW Maintenance Division Manager	Logistics Section: Welfare Unit
12	Energy and Utilities	Public Works Director; Assistant PW Director; Community Development Manager; Utility Reps.	Operations Section: Public Works Branch
13	Public Safety	Police Chief; City Attorney; and District Attorney	Operations Section: Law Enforcement Branch
ERF Supplemental Guide for Coordination of Volunteers		PW Maintenance Division Manager; Library Manager; Lebanon School District Superintendent; Senior Center Manager; Boys & Girls Club Director	Deployed as Needed by ECC Commander

Figure 9-1: Emergency Response Functions and Incident Management Organization Utilizing ICS



CHAPTER X:
SYNOPSIS OF
RESPONSIBILITIES OF CITY STAFF & DEPARTMENTS,
FIRE/AMBULANCE DISTRICT, AND
COMMUNITY ORGANIZATIONS

Chapter Contents

<u>Sections/Subsections</u>	<u>Page #</u>
<u>Figures/Tables</u>	
0.0 Introduction	X-1
1.0 Lebanon Mayor and City Council.....	X-1
2.0 Lebanon City Administrator.....	X-2
3.0 City of Lebanon Public Works Director -- City's Emergency Program Manager	X-3
3.1 Lead Person For Emergency Program Responsibilities	X-3
3.2 Public Works Departmental Responsibilities.....	X-4
Table 10-1: (City of Public Works Director -- City's Emergency Program Manager) Essential Emergency Program Functions and Responsibilities that May be Delegated and Shared	X-5
4.0 Lebanon Fire District Chief -- District's Emergency Program Manager	X-6
4.1 Day-to-Day Emergency Services Program Responsibilities	X-6
4.2 Fire, Emergency Medical and HAZMAT Services, and Emergency Management Administrative Services	X-6
5.0 City of Lebanon Police Chief	X-8
5.01 City's Co-Emergency Program Manager (with primary Focus on Police Department)	X-8
5.1 Special Emergency Management Responsibilities	X-8
5.2 LPD Departmental Responsibilities.....	X-9
6.0 City Attorney	X-10
7.0 Additional Emergency Functions of City Administration	X-11
7.1 Human Resources Manager	X-11
7.2 City's Lead Public Information Officer	X-11
8.0 Library Services Manager.....	X-12
8.1 Coordination and Training of Volunteers.....	X-12
8.2 Assistance With Emergency Public Information.....	X-12
9.0 Lebanon Community Emergency Communications Team.....	X-13
10.0 Community Development Manager:	X-14
10.1 Damage Assessment.....	X-14
10.2 CD Departmental Responsibilities	X-14

11.0	City Finance Director:	X-15
12.0	Directors of Mid-Valley Chapter of the American Red Cross, Community Services Consortium, and Linn County Mental Health, PW Maintenance Division Manager, Facilitated by Lebanon City Administrator.....	X-16
13.0	PW Maintenance Division Supervisor	X-17
	13.1 In role of Supervising the City Parks:.....	X-17
	13.2 General Emergency Operations Support	X-17
14.0	Linn County Health Administrator	X-18
15.0	Chief of Lebanon Police Department and the District Attorney, with City Attorney: Emergency Arrest and Release Policies – Addendum to Public Safety ERF (#13).....	X-18
16.0	Other Agencies, Departments, Major Community Organizations, Businesses, and Groups: Additional Emergency Services	X-19
17.0	Linn County Emergency Management.....	X-19

Chapter X

Synopsis of Responsibilities of City Staff & Departments, Fire District, and Community Organizations

0.0 Introduction

- 0.1 In addition to the general responsibilities outlined in previous Chapters, this Chapter outlines the responsibilities and Emergency Response Functions or ERFs (see immediately preceding Chapter) of City of Lebanon Departments, Lebanon Fire District, Agencies, and other organizations in the Community.
- 0.2 The ability of these groups to effectively carry out their responsibilities is critical to effective emergency response and recovery in Community.
- 0.3 It is essential that the District, each Department, agency, or organization coordinate their efforts with the other Departments, agencies and organizations to effectively carry out their assigned tasks.
- 0.4 Collectively these groups comprise the Emergency Management Organization (EMO) of the City (see Chapter III).
- 0.5 Each subsection below contains a summary of the primary responsibilities for each component of the EMO.
- 0.6 The listings in this Chapter of individuals, departments, agencies, and responsibilities are NOT Exhaustive. The Emergency Response Functional Annexes (ERFs), as well as Departmental, District and agency Standard Operating Procedures (SOPs), contain a much more detailed listing of emergency responsibilities.

NOTE
The Listings in this Chapter of individuals, departments, agencies, and responsibilities are NOT Exhaustive. Please see ERFs and SOPs for greater Details.

1.0 Lebanon Mayor and City Council: Leadership, Setting Policies, Decision Making; Members of the Legislative Group (of the City's EMO)

- 1.1 Ensure adequate program staffing and funding.
- 1.2 Ensure elected officials are briefed on emergency roles.
- 1.3 Participate in review and promulgation of this Plan.
- 1.4 Make emergency policy decisions, as required, to enhance emergency operations; such policy decisions would include but not be limited to:
 - 1.4.1 Enacting provisions of City Emergency Ordinances,
 - 1.4.2 Authorizing unbudgeted expenditures.
- 1.5 Declare states of emergency when necessary.
- 1.6 Implement the emergency powers of local government when necessary.
- 1.7 Request outside assistance when necessary, either in accordance with existing Mutual Aid Agreements and/or then through the State Emergency Management Office (OEM).
- 1.8 Serve as members of the Legislative Group during appropriate levels of activation.

2.0 Lebanon City Administrator: Directs Overall Emergency Preparedness Program; Liaison; Supports Legislative Group; Executive Director of the Administrative Group

- 2.1 Provide policy level emergency management.
- 2.2 Direct the overall preparedness program for the City of Lebanon, including ensuring adequate emergency management program authorities, staffing, and funding.
- 2.3 May delegate the day-to-day responsibilities of directing and maintaining the City's overall Emergency Preparedness Program to an Emergency Program Manager (e.g., Public Works Director).
- 2.4 Ensure that elected and appointed officials are adequately briefed and prepared to effectively carry out emergency roles as outlined in this EOP, and its Annexes.
- 2.5 Establish and maintain liaison with Mayor and Council.
- 2.6 Advise and assist the City Council.
- 2.7 Provide support to Legislative Group during appropriate levels of activation.
- 2.8 Serve as the Executive Director of the Administrative Group during appropriate levels of activation.
- 2.9 Serve as liaison to the Chief Executives of the County and other affected jurisdictions within the County and neighboring jurisdictions.
- 2.10 Assure that Departmental lines of succession are established.
- 2.11 Maintain notification/call rosters for City Administrator's Office personnel.
- 2.12 Safeguard essential records of City Administrator's Office.
- 2.13 Assure that ECC staff from the City are designated and trained.
- 2.14 Function as a member of the emergency management staff as needed and appropriate.
- 2.15 Assist in review and revision of Emergency Management Plan.
- 2.16 Take a leading role in updating and maintaining the Emergency Response Functional Annexes (ERFs) that rely heavily on County Departments and community groups.
- 2.17 Keep the public and OEM informed of emergency situations through assistance of the PIO and the Incident Commander (or ECC Commander).
- 2.18 As appropriate, declare local state of emergency and request Governor's declarations of emergency and disaster through Linn County as necessary.

3.0 City of Lebanon Public Works Director – City’s Emergency Program Manager

3.1 Lead Person For City’s Emergency Program Responsibilities; Day-to-Day Emergency Services Program Responsibilities; Member of Administrative Group & IMT; Advise City Administrator and Council; an ECC Commander

- 3.1.1** As the City’s Emergency Program Manager, assume day-to-day responsibilities¹ for and coordination of the City’s emergency services program (as delegated by the City Administrator). [Also see Chapter 5.0 of this Chapter – “Police Chief as City’s Co-Emergency Program Manager;” & Subsection 4.0 for role of Fire District Chief]
- 3.1.2** Serves as member of the Administrative Group when activated or convened.
- 3.1.3** Serves as a lead of City’s Incident Management Team (IMT).
- 3.1.4** May serve as the ECC Commander during ECC operations.
- 3.1.5** Assist in dissemination of warning to public and notification of essential emergency response personnel. As Annex Co-Coordinator, help prepare and maintain ERF # 3 (Public Works and Engineering) and its supporting SOPs.
- 3.1.6** As Annex Coordinator prepare and the Transportation Annex (ERF # 1), its supporting SOPs, and assist with the Utilities Annex (ERF # 12) and its SOPs.
- 3.1.7** Coordinate such Emergency Response Functions related to City public works and engineering operations as:
 - 3.1.7.1** Barricading of hazardous areas,
 - 3.1.7.2** Priority restoration of streets and bridges,
 - 3.1.7.3** Protection and restoration of waste treatment and disposal systems,
 - 3.1.7.4** Augmentation of sanitation services,
 - 3.1.7.5** Coordination of sanitary and sewerage operations in the City,
 - 3.1.7.6** Serve as liaison between ECC and other private or public sewerage agencies,
 - 3.1.7.7** Assessment of damage to streets, bridges, traffic control devices, water and waste water treatment systems, and other public works facilities,
 - 3.1.7.8** Oversee program for surface water management in areas of jurisdiction,
 - 3.1.7.9** Clear and dispose of debris from streets, roads, culverts, bridges, drainages, and other areas as necessary,
 - 3.1.7.10** Coordinate collection and analysis of information related to the damage of City owned facilities including street systems, buildings, bridges and other public structures,
 - 3.1.7.11** Condemnation and/or demolition of unsafe structures,

¹ These responsibilities include a number of administrative tasks that could be further delegated. Such Emergency Management Program Administrative responsibilities include but are not limited to maintaining current versions of the following: (a) Assessments of the Program’s Resource Needs and Availability; (b) Mutual Aid Agreements, Memoranda of Understandings, IGAs, etc.; (c) Liability Issues Assessments; (d) Resource Management Assessments (e.g., Acquisition, Tracking, Financial Records).

- 3.1.7.12 Direct temporary repair of essential facilities,
 - 3.1.7.13 Construction of temporary bridges and/or detours,
 - 3.1.7.14 Coordinate the acquisition of equipment and operators to assist in traffic control and other emergency operations,
 - 3.1.7.15 Coordinate transportation of equipment, materials, and supplies required for emergency operations.
- 3.1.8 Provide personnel, fuel, and equipment to support emergency operations.
 - 3.1.9 Coordinate with City GIS and engineering staff to provide hazard, response, recovery, and mitigation mapping.
 - 3.1.10 Provide emergency communications via radio, telephone and data systems.
 - 3.1.11 Assist in designation and training of staff to support emergency operations.
 - 3.1.12 Assist in situation reporting and damage assessment.
 - 3.1.13 Serve as staff advisor to the City Administrator and Councilors (and Legislative Group) on emergency matters, and in performance of emergency duties.
 - 3.1.14 Keep the City Administrator and Councilors apprised of the City's preparedness status and anticipated needs.
 - 3.1.15 As noted in **Table 10-1** (page X-5), with the cooperation and assistance of the Police Chief, other City Department heads and the Fire District Chief, a number of essential Emergency Program functions and responsibilities may be shared with and/or delegated to other appropriate staff (e.g., Incident Management Team [IMT] members, Emergency Management Program Coordinators [EMPCs], Emergency Management Planning and Training Coordinators [EMPTCT]) within the Public Works Department, other Departments, and the Fire District.

3.2 Public Works Departmental Responsibilities

- 3.2.1 Serve as lead agency for weather-related and infrastructure-related emergencies.
- 3.2.2 Train personnel in the safe and effective fulfillment of emergency duties.
- 3.2.3 Develop operating guidelines and procedures for responding to emergencies.
- 3.2.4 Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- 3.2.5 Provide support to Police and Fire emergency operations as requested, and within capability.
- 3.2.6 Assist in damage assessment.
- 3.2.7 Maintain internal notification/call rosters.
- 3.2.8 Establish internal lines of succession.

Table 10-1: Essential Emergency Program Functions and Responsibilities That May be Delegated and Shared

Task 1:	Ensure compliance with local, state and federal regulations pertaining to emergencies and emergency management.
Task 2:	Serve as day-to-day liaison between the City and Linn County Emergency Agency, and hence OEM.
Task 3:	Maintain liaison with organized emergency volunteer groups and private agencies.
Task 4:	Activate ECC and assist the Emergency Services Director (City Administrator), and Incident Commander as needed during its operation, including coordinating support functions and liaison with state and federal agencies.
Task 5:	Maintain capabilities and manage ECC functions to assure effective operations.
Task 6:	Assign representatives (by title) to report to the ECC.
Task 7:	Develop and identify duties of ECC staff, use of displays and message forms, and procedures for ECC activation and operation.
Task 8:	Facilitate training and preparedness of ECC staff, including but not limited to analyzing emergency skills required, and scheduling and arranging the training necessary to provide those skills.
Task 9:	Coordinate City's emergency management activities on an interagency, interdepartmental, intergovernmental, and regional basis.
Task 10:	Coordinate the planning and general preparedness activities of the government and maintenance of this Plan.
Task 11:	Facilitate biannual (every other year) review of the Emergency Management Plan.
Task 12:	Facilitate updating the Emergency Management Plan (and its many components) as necessary, based on deficiencies identified through drills and exercises, and actual emergencies.
Task 13:	Serve as Annex Coordinator for ERF # 5: Information and Planning, and its supporting Standing Operating Procedures (SOPs).
Task 14:	Facilitate preparation, maintenance, and updating the Basic Plan of this EMP and the appropriate Attachments and Addenda.
Task 15:	Facilitate preparation, maintenance, and updating of Hazard Specific Guides and Emergency Response Functions.
Task 16:	Facilitate preparation, maintenance, and updating of the Emergency Resource Inventory or Guide.
Task 17:	Facilitate preparation, maintenance, and updating of the Emergency Coordination Center Guide for the Lebanon community.

4.0 Lebanon Fire District Chief – District’s Emergency Program Manager

4.1 Fire District Day-to-Day Emergency Services Program Responsibilities; Member of Administrative Group & IMT; Advise Fire District Board; Liaison with City Administrator and Council; an ECC Commander

- 4.1.1 As District’s Emergency Program Manager, assume day-to-day responsibilities for and coordination of the District’s emergency services program.
- 4.1.2 Serves as member of the Administrative Group when activated or convened.
- 4.1.3 Serves as a lead of Community’s Incident Management Team (IMT).
- 4.1.4 May serve as the ECC Commander during ECC operations (see Subsections 3 & 5).
- 4.1.5 Assist in dissemination of warning to public and notification of essential emergency response personnel.
- 4.1.6 Assist in the review and revision of the Search and Rescue Annex (ERF #9) and its supporting SOPs in close coordination with the County.
- 4.1.7 Assist in designation and training of staff to support emergency operations.
- 4.1.8 Assist in situation reporting and damage assessment.
- 4.1.9 Serve as staff advisor to the Fire District Board.
- 4.1.10 Serve as liaison with City on emergency matters, and in performance of emergency duties.
- 4.1.11 Keep the Board and City apprised of the Community’s preparedness status and anticipated needs.

4.2 Fire, Emergency Medical and HAZMAT Services, and Emergency Management Administrative Services

- 4.2.1 Assure fire service response and coordinated use of fire resources for activities involving fire prevention and suppression, rescue of trapped persons, medical triage, treatment and transportation, situation assessment, inspection of damaged area for fire hazards, inspection of shelters for fire hazards, hazardous materials handling, hazardous spills containment and cleanup, dissemination of warning, and public information;
- 4.2.2 Coordinate Community-wide fire service activities;
- 4.2.3 Request State assistance during fire emergencies;
- 4.2.4 Serve as or designate a fire services representative to report to the ECC to assist in coordination of fire service operations;
- 4.2.5 As Annex Coordinator, prepare and maintain the Fire and Rescue Annexes to ERFs # 4 and 9 respectively, and their SOPs;
- 4.2.6 As Annex Coordinator prepare and maintain a Hazardous Materials Response Plan (ERF # 10) and its SOPs;

- 4.2.7** Assist in review and revision of the rest of the entire Community Emergency Management Plan;
- 4.2.8** Assist, in review and revision of the Health and Medical Annex (ERF # 8);
- 4.2.9** Establish and maintain a radiological monitoring and reporting network;
- 4.2.10** Secure initial and refresher training for instructors and monitors;
- 4.2.11** Provide input to the statewide monitoring and reporting system;
- 4.2.12** Under fallout conditions, provide Community officials and Department heads with information on fallout rates, fallout projections, and allowable doses;
- 4.2.13** Coordinate radiological monitoring throughout the Community;
- 4.2.14** Provide monitoring services and advice at the scene of accidents involving radioactive materials;
- 4.2.15** As Annex Coordinator prepare and maintain the Radiological Protection Appendix to ERF # 10 and its supporting SOPs;
- 4.2.16** Serve as lead agency for structural and wildland fire, explosion, hazardous materials, transportation accidents including plane crashes, pre-hospital medical care, epidemics, and earthquakes;
- 4.2.17** Develop guidelines and procedures for responding to emergencies;
- 4.2.18** Train personnel in the safe and effective accomplishment of emergency duties;
- 4.2.19** Provide emergency response and incident management according to Departmental guidelines and the provisions of this Plan;
- 4.2.20** Establish and enforce fire prevention codes;
- 4.2.21** Assist City Police and Public Works emergency responses as requested, and within capability;
- 4.2.22** Safeguard essential records.
- 4.2.23** Maintain internal LFD notification/call rosters;
- 4.2.24** Establish LFD internal lines of succession;
- 4.2.25** Develop and maintain mutual aid agreements necessary to District Response;
- 4.2.26** Provide fire protection to vital Community facilities, shelters, and other critical facilities.

5.0 City of Lebanon Police Chief

5.01 City's Co-Emergency Program Manager

5.01.1 As the City's Co- Emergency Program Manager, the Police Chief works in concert with the Public Works Director to act as the Lead person for City's Emergency Program Responsibilities with a primary focus on the Police Department. (See Section 3.0 of this Chapter – "Public Works Director as City's Emergency Program Manager;" & Subsection 4.0 for role of Fire District Chief)

5.01.2 See Subsection 3.1.15 of this Chapter and **Table 10-1** (page x-5) for a list of essential Emergency Program functions and responsibilities that are involved in the ongoing day-today maintenance of the community's Emergency Management Program.

5.1 Special Emergency Management Responsibilities: Advise City Administrator and Council; Member of the Administrative Group and IMT; an ECC Commander; Maintain and Repair Critical Infrastructure

5.1.1 Serves as member of Incident Management Team (IMT).

5.1.2 May serve as the ECC Commander during ECC operations.

5.1.3 Serves as member of the Administrative Group during appropriate levels of activation.

5.1.4 As an Annex Appendix Coordinator prepare and maintain the Evacuation Appendix of Transportation ERF (ERF # 1) and its supporting SOPs, as well as:

5.1.4.1 Defining responsibilities of City Departments and private sector groups;

5.1.4.2 Identifying high hazard areas and corresponding number of potential evacuees; and,

5.1.4.3 Coordinate evacuation planning to include (1) movement control, (2) health and medical requirements, (3) transportation needs, (4) emergency public information materials, and (5) shelter and reception locations.

5.1.5 Maintain law and order, traffic and crowd control, curfews, security to vital facilities and supplies, and control access to hazardous and/or evacuated areas.

5.1.6 Assist in the review and revision of the Rescue (ERF #9) and Transportation (ERF # 1) Annexes and their supporting SOPs.

5.1.7 Assist in providing emergency communications system through radio, 911 telephone, and so on.

5.1.8 Develop and maintain the Civil Disobedience Response Plan as an Appendix to the Public Safety Annex (ERF #13).

5.1.9 Assist in the review and revision of the Search and Rescue Annex (ERF #9) and its supporting SOPs.

5.2 LPD Departmental Responsibilities

- 5.2.1** Serve as lead agency for civil disturbances, terrorism, bio-terrorism, drug labs work/school violence, hostage/barricaded suspect situations, traffic accidents, and crime scenes.
- 5.2.2** Serve as Community's primary alert and warning, and activation point.
- 5.2.3** Develop operating guidelines and procedures for responding to emergencies.
- 5.2.4** Train personnel to safely and effectively carry out emergency responsibilities.
- 5.2.5** Provide emergency response and incident management according to Department operating guidelines and the provisions of this plan.
- 5.2.6** Provide security for vital facilities, including the ECC, shelters, and other critical facilities.
- 5.2.7** Direct incident/site security.
- 5.2.8** Provide support to Fire and Public Works emergency operations as requested and within capability.
- 3.2.1** Safeguard essential records and evidence.
- 3.2.2** Maintain internal notification/call rosters.
- 3.2.3** Establish internal lines of succession.
- 3.2.4** Develop and maintain mutual aid agreements necessary for Department response.

6.0 City Attorney: Member of the Administrative Group, Support Legislative Group; Advise City Officials on Legal Matters

- 6.1 Serve as member of the Administrative Group during appropriate levels of activation.
- 6.2 Support Legislative Group during appropriate levels of activation.
- 6.3 Advise City Officials on Legal Matters relating to emergency operations, including but not limited to invocation of measures such as:
 - 6.3.1 Declaring a state of emergency;
 - 6.3.2 restricting or denying access;
 - 6.3.3 specifying routes of ingress and egress;
 - 6.3.4 ordering evacuations.
- 6.4 Review and advise City officials on possible liabilities arising from disaster operations, including the exercising of any or all of the above powers.
- 6.5 Prepare ordinances, orders, and/or resolutions as necessary to assure that the emergency management organization of the City operates on a sound legal basis.
- 6.6 Review emergency plans, procedures, and agreements to assure compliance with legal requirements.
- 6.7 Advise City officials and Department heads on record keeping requirements and other documentation necessary for the exercising of emergency powers.
- 6.8 Thoroughly review and be familiar with current ORS 401 provisions as they apply to City government in disaster events.
- 6.9 Assist in preparing and maintaining the Legal Appendix to ERF # 5 of this Plan and its supporting SOPs.
- 6.10 Provide legal counsel to Emergency Management Organization.
- 6.11 Assist in the development of emergency policy, guidelines, and procedures.
- 6.12 Train personnel in the safe and effective fulfillment of emergency responsibilities.
- 6.13 Maintain internal notification and call rosters.
- 6.14 Establish internal lines of succession.
- 6.15 Safeguard essential records.

7.0 Additional Emergency Functions of City Administration: Human Resources Manager; Emergency Public Information Officer (PIO)

7.1 Human Resources Manager: Advise City Officials on Personnel Policies/Work Rules, Recruitment, and Record Keeping

- 7.1.1 Advise City officials on personnel policies and work rules relating to emergency work.
- 7.1.2 Member of Administrative Group during appropriate levels of activation.
- 7.1.3 Recruit emergency personnel and coordinate temporary reassignment of City personnel to assist in emergency operations.
- 7.1.4 Maintain records on personnel volunteering services to the City.
- 7.1.5 Support as requested emergency training for City employees.
- 7.1.6 As an Annex Coordinator, Prepare and maintain the Employee Services Appendix to ERF # 7 of this Plan and its supporting SOPs.

7.2 City's Lead Public Information Officer: Public Education and Emergency Information/Alert and Warning Assistance

- 7.2.1 Facilitate use of City resources for ongoing hazard awareness and public education programs.
- 7.2.2 Compile and prepare emergency information for the public in case of emergency.
- 7.2.3 Establish plan for cooperation with LCC/9-1-1 for providing data and information for Alert and Warning functions.
- 7.2.4 As time permits during the onset of an actual emergency event, assist LCC/9-1-1 with data and information for inclusion in LCC's Alert and Warning messages.
- 7.2.5 Activate internal information systems and assure that employees are provided with emergency information.
- 7.2.6 Provide information and serve as liaison to Congressional and Legislative elected officials and their staff and spokespersons.
- 7.2.7 Assist in provision of emergency information and documentation of emergency's impact through use of cable television, EAS, and any other appropriate media.
- 7.2.8 Arrange for media representatives to receive regular briefings on the City's status during extended emergency situations.
- 7.2.9 Handle unscheduled inquiries from the media and the public.
- 7.2.10 Prepare and maintain the Emergency Public Information ERF # 5.2 and its supporting SOPs.

8.0 Library Services Manager: Member of Administrative Group; Coordination, and Training of Emergent Volunteers; Assist with Emergency Public Information

8.1 Coordination and Training of Volunteers: As Co-Chair of ERF Supplemental Guide for Coordination of Volunteers, with other Co-Chairs, the joint actions and responsibilities include...

- 8.1.1 Cultivating knowledge of, and cordial relationships with, volunteer groups and all City Departments and other relevant government agencies.
- 8.1.2 Identify volunteer organizations in the City who have pre-emergency organized management structure and chain of command; lay the ground work for effective coordination during emergency situations between such groups and the City.
- 8.1.3 Creating and maintaining emergent volunteer plans for organizing, training, providing information, coordinating logistical support services, monitoring for “burnout,” and recognizing achievements.
- 8.1.4 Serve as member of the Administrative Group during appropriate levels of activation.
- 8.1.5 Assist in Preparing and maintaining the ERF Supplemental Guide for Coordination of Volunteers and its supporting SOPs.

8.2 Assistance With Emergency Public Information: As an assistant to the City PIO, actions and responsibilities include assisting with...

- 8.2.1 Facilitating use of City resources for ongoing hazard awareness and public education programs.
- 8.2.2 Compiling and preparing emergency information for the public in case of emergency.
- 8.2.3 Activating internal information systems and assure that employees are provided with emergency information.
- 8.2.4 Providing information and serve as liaison to Congressional and Legislative elected officials and their staff and spokespersons.
- 8.2.5 Assisting in provision of emergency information and documentation of emergency’s impact through use of cable television, EAS, and any other appropriate media.
- 8.2.6 Arranging for media representatives to receive regular briefings on the City’s status during extended emergency situations.
- 8.2.7 Handling unscheduled inquiries from the media and the public.
- 8.2.8 Preparing and maintaining the Emergency Public Information ERF # 5.2 and its supporting SOPs.

9.0 Lebanon Community Emergency Communications Team (LCECT) composed of Communication Specialists from the Police Department, Public Works Department, and Fire District with representatives from Linn County and ARES (Also see ERF # 5.2)

- 9.1 Establish and maintain Emergency Communications System.
- 9.2 Coordinate with Emergency Situation Assessment Team (ESAT) in rapidly developing emergency situations.
- 9.3 Serve as the Community Alert and Warning Point to assure timely emergency warning and notification of emergency responders and public officials.
- 9.4 Support Administrative Group during appropriate levels of activation.
- 9.5 Serve as the primary coordination point for notification to activate the Emergency Coordination Center (ECC).
- 9.6 Coordinate use of all public and private communication systems as necessary during emergencies.
- 9.7 Coordinate with other dispatch centers and ECC to process requests for emergency services.
- 9.8 Manage and coordinate all emergency communication operations within the ECC once activated.
- 9.9 Coordinate data processing and computer capabilities for continued operations.
- 9.10 Supervise emergency activities in the area of data communication.
- 9.11 As Annex Coordinators, prepare and maintain the Communications Annex (ERF # 2) and its supporting SOPs.
- 9.12 Assist in review and revision of Information and Planning ERF (# 5.2) and its SOPs.

10.0 Community Development Manager: Member of Administrative Group

- 10.0.1 May be a member of Administrative Group, and/or serve as ECC staff during appropriate levels of activation.

10.1 Damage Assessment; Assistance with Coordinating Disaster Recovery Funding

- 10.1.1 Coordinate with all City Departments, particularly Public Works, to assess damage to real property.
- 10.1.2 Document damage to real property and, if applicable, work with state and/or federal assessment teams to obtain disaster recovery funds.
- 10.1.3 Establish a damage assessment team from among City Departments and Fire District, assisted by appropriate volunteers, with assessment capabilities and responsibilities.
- 10.1.4 Train and provide damage plotting team to ECC.
- 10.1.5 Develop systems for reporting and compiling information on deaths, injuries, dollar damage to tax-supported facilities and to private property.
- 10.1.6 Assist in determining geographic extent of damaged area.
- 10.1.7 Secure printed and photographic documentation of the disaster situation.
- 10.1.8 Compile estimates of damage for use by City officials in requesting disaster assistance.
- 10.1.9 Assist the Finance Department in evaluating effect of damage on the jurisdiction's tax base, bond ratings, and so on, for use in long-range recovery planning.
- 10.1.10 As an Annex Coordinator, help prepare and maintain the Damage Assessment ERF (#5.3) and its supporting SOPs.

10.2 CD Departmental Responsibilities

- 10.2.1 Assist lead agency for earthquake related emergencies.
- 10.2.2 Develop operating guidelines and procedures for responding to emergencies.
- 10.2.3 Train personnel to safely and effectively fulfill emergency duties.
- 10.2.4 Provide emergency response and incident management according to Department guidelines and the provisions of this plan.
- 10.2.5 Coordinate with City GIS and engineering staff to help provide mapping data as required.
- 10.2.6 Provide support to Police, Fire, and Public Works emergency operations as requested, and within capability.
- 10.2.7 Assist in direction of repair of critical City facilities.
- 10.2.8 Assist in damage assessment.
- 10.2.9 Maintain internal notification/call rosters.
- 10.2.10 Establish internal lines of succession.
- 10.2.11 Safeguard essential records.

11.0 City Finance Director: Member of Administrative Group; Fiscal Management, and Financial Recovery; Protection of Vital Records

11.0.1 May be member of Administrative Group, and/or serve as ECC staff during appropriate levels of activation.

11.1 Fiscal Management, and Financial Recovery

- 11.1.1** Provide accounting procedures to document emergency expenditures.
- 11.1.2** Provide for curtailment of normal fiscal procedures to facilitate emergency expenditures.
- 11.1.3** Assure fiscal conformity to financial requirements when State and/or Federal funds are involved.
- 11.1.4** Supervise emergency activities in the areas of purchasing and facility maintenance.
- 11.1.5** Document fiscal damage and, if applicable, work with state and/or federal assessment teams to obtain disaster recovery funds.
- 11.1.6** Assist in financial recovery of the City.
- 11.1.7** Establish a general policy on financial parameters for determining when to recommend a declaration of emergency.
- 11.1.8** Establish and maintain a list of City personnel who would be able to fulfill finance disaster operations over an extended period.
- 11.1.9** Actively involve Finance Section personnel in exercising the emergency Finance function.
- 11.1.10** At the onset of large scale or complex emergencies, establish immediate oversight on expenditures for material and overtime labor expended during response.
- 11.1.11** Establish and maintain coordination with state and federal disaster recovery agencies to assure complete recovery of all legitimate expenses.
- 11.1.12** Prepare incident cost analyses.
- 11.1.13** Verify all personnel time records of response activity.
- 11.1.14** Develop and maintain documentation required to support claims for emergency funds.
- 11.1.15** As an Annex Coordinator, prepare and maintain the Fiscal Management ERF # 7.1 and its supporting SOPs.

12.0 Directors of Mid-Valley Chapter of the American Red Cross, Community Services Consortium, and Linn County Mental Health, with PW Maintenance Division Manager, Facilitated by the Lebanon City Administrator: Mass Care and Human Services, including Shelter, Food, Clothing, Special Needs

- 12.1 Maintain the Community Shelter Plan, and coordinate with schools, churches, and other major building owners to establish Memoranda of Agreement for use of facilities for shelters.
- 12.2 Supervise the Shelter Management program, (stocking, marking and equipping, etc.) for natural disaster.
- 12.3 Recruit and train personnel to function as shelter Administrators.
- 12.4 Establish a plan to facilitate the feeding of individuals at mass feeding sites.
- 12.5 Establish a plan to facilitate the distribution of clothing to those in need.
- 12.6 Coordinate support with other City, Fire District and County Departments, relief agencies and volunteer groups.
- 12.7 Maintain a listing of all group homes and care facilities.
- 12.8 Monitor response and recovery activities and coordinate mass care, feeding, and clothing activities.
- 12.9 Coordinate with Humane Society to establish a plan for the sheltering (lodging and care) of pets.
- 12.10 As Annex Coordinators prepare and maintain the Shelter and Mass Care Annex (ERF # 6) and its supporting SOPs.
- 12.11 Work closely with other Annex Coordinators to assist in the delivery of all Human Services related emergency services (ERFs # 8, 10, 11, 12 & Volunteer Guide), as well as the review and revision of these Annexes and their SOPs.

13.0 PW Maintenance Division Manager: Advisor to Administrative Group; Coordination of Volunteers; General Emergency Operations Support

13.0 Serve as an adviser to the Administrative Group during appropriate levels of activation.

13.1 In role of Supervising the City Parks: As Co-Chair of ERF #11, with the Library Director, the cooperative actions and responsibilities for the Coordination of Volunteers include assisting in...

13.1.1 Cultivating knowledge of, and cordial relationships with, volunteer groups and all City Departments and other relevant government agencies.

13.1.2 Identify volunteer organizations in the City who have pre-emergency organized management structure and chain of command; lay the ground work for effective coordination during emergency situations between such groups and the City.

13.1.3 Creating and maintaining emergent volunteer plans for organizing, training, providing information, coordinating logistical support services, monitoring for “burnout,” and recognizing achievements.

13.1.4 Prepare and maintain the Coordination of Emergent Volunteers Guide and its supporting SOPs.

13.2 General Emergency Operations Support

13.2.1 Assist lead agency for community-wide emergencies.

13.2.2 Train personnel in the safe effective performance of emergency management duties.

13.2.3 Development operating guidelines and procedures for responding to emergencies.

13.2.4 Provide support for Fire, Police and Public Works emergency operations.

13.2.5 Assume responsibility for emergency activities within City parks system.

13.2.6 Safeguard essential records.

13.2.7 Establish internal lines of succession.

14.0 Linn County Health Administrator: Health and Medical Services

- 14.1 Provide for the coordination, planning, organization and direction of Community medical and health resources, including hospital and other health facilities with City planning requirements.
- 14.2 Coordinate the delivery of medical and health services during emergency situations and disasters.
- 14.3 In coordination with Lebanon Community Hospital, coordinate patient loads of health facilities during emergencies.
- 14.4 Develop emergency health and sanitation standards and procedures, including but not limited to assessing health hazards caused by damage to sewer, water, food supplies, or other environmental systems and provide relevant safety information as required.
- 14.5 As Annex Coordinator prepare and maintain the Health and Medical Annex (ERF # 8) to this Plan and supporting SOPs.
- 14.6 Work closely with other Annex Coordinators to assist in the delivery of all Human Services related emergency services (ERFs # 6, 10, 11, 12), as well as the review and revision of these Annexes and their SOPs.

15.0 Chief of Lebanon Police Department and the District Attorney, with City Attorney: Emergency Arrest and Release Policies – Addendum to Public Safety ERF (#13)

- 15.1 Work with courts and law enforcement agencies to establish Emergency Arrest and Release Policies.
- 15.2 If required, coordinate with neighboring jurisdictions to transfer prisoners.
- 15.3 Assure that legal requirements for due process are met.
- 15.4 In conjunction with the County Medical Examiner, establish guidelines for body recovery, identification, storage, and disposition.
- 15.5 Assist in review and revision of Health and Medical Annex (ERF # 8) and Justice Services Addendum to Public Safety Annex (ERF #13).

16.0 Other Agencies, Departments, Major Community Organizations, Businesses, and Groups: Additional Emergency Services

- 16.1** Heads of other City Agencies and Departments not assigned a specific Emergency Services Function (EFS) in this Plan will be prepared to make their resources and personnel available for emergency duties as directed by the City Council, or other duly authorized and designated person.
- 16.2** Other major community organizations, businesses and volunteer groups in the City, including the Linn County Emergency Management Council, may also be called upon to assist in an emergency by duly authorized and designated City personnel.

17.0 Linn County Emergency Management

- 17.1** Coordinate logistical support from outside agencies to the City of Lebanon.
- 17.2** Function as the liaison between the City of Lebanon and the State of Oregon for disaster assistance.
- 17.3** Assist with the notification of outside agencies in the event the City of Lebanon is unable to do so.
- 17.4** Serve as the Lebanon ECC in the event that the Lebanon ECCs are not functional.

**Lebanon Area
Emergency
Management Plan**

January 2007