

**AGENDA**

**REGULAR CITY COUNCIL MEETING**

**JULY 25, 2022**

**5:30 p.m.**

**CITY HALL COUNCIL CHAMBER**

**313 COURT STREET**

**And**

**VIA ZOOM**

**<https://us06web.zoom.us/j/88147760127?pwd=bzF6UVBBS0EvaDIxTEVyRngrbExmQT09>**

Meeting ID: 881 4776 0127

Passcode: 007612

Dial 1 253 215 8782 or 1 346 248 7799

1. CALL TO ORDER
2. ROLL CALL OF COUNCIL
3. PLEDGE OF ALLEGIANCE
4. APPROVAL OF AGENDA
5. PRESENTATIONS/PROCLAMATIONS
  - A. Distinguished Young Women Recognition
  - B. QLife Strategic Plan – Lee Weinstein, President
6. AUDIENCE PARTICIPATION

During this portion of the meeting, anyone may speak on any subject which does not later appear on the agenda. Up to five minutes per person will be allowed. Citizens are encouraged to ask questions with the understanding that the City can either answer the question tonight or refer that question to the appropriate staff member who will get back to you within a reasonable amount of time. If a response by the City is requested, the speaker will be referred to the City Manager for further action. The issue may appear on a future meeting agenda for City Council consideration.
7. CITY MANAGER REPORT
8. CITY COUNCIL REPORTS

---

**CITY OF THE DALLES**

"By working together, we will provide services that enhance the vitality of The Dalles."

**9. CONSENT AGENDA**

Items of a routine and non-controversial nature are placed on the Consent Agenda to allow the City Council to spend its time and energy on the important items and issues. Any Councilor may request an item be "pulled" from the Consent Agenda and be considered separately. Items pulled from the Consent Agenda will be placed on the Agenda at the end of the "Action Items" section.

- A. Approval of the July 11, 2022 Regular City Council Meeting Minutes

**10. CONTRACT REVIEW BOARD ACTIONS**

- A. Award Contract No. 2022-011 Trevitt Street Utilities Upgrade Phase 1 (ASR coming under separate cover)
- B. Award Engineering Contract for Sorosis Reservoir Roof Repair Project

**11. ACTION ITEMS**

- A. Adopt Resolution No. 22-027 Promulgating and Adopting a Continuity of Operations Plan for the City of The Dalles
- B. Adopt Resolution No. 22-028 Authorizing Transfers of Funds Between Various Departments of the General Fund
- C. Adopt Special Ordinance No. 22-594 Accepting Real Property near the 2400 block of West 14<sup>th</sup> Street for Public Right of Way Purposes
- D. League of Oregon Cities Legislative Priorities

**12. DISCUSSION ITEMS**

- A. Community Vision Town Hall and Survey Results from April/May 2022

**13. ADJOURNMENT**

---

This meeting conducted VIA Zoom

Prepared by/  
Izetta Grossman, CMC  
City Clerk

---

**CITY OF THE DALLES**

"By working together, we will provide services that enhance the vitality of The Dalles."



QLife  
Broadband Update  
The Dalles City Council  
July 25, 2022





## What is QLife?

- QLife is a collaborative effort of public entities in The Dalles, Oregon, that began in 2002, who created a 17-mile fiber optic loop through the city.
- The goal: enhance the region's economic development efforts with a reliable, cost effective, open access link to the Bonneville Power Administration's fiber, which runs through The Dalles.
- Board members: Dale Lepper, Mid- Columbia Medical Center; Scott Randall, City Representative; Rod Runyon, City Representative; Scott Hege, County Representative; Lee Weinstein, At-Large Representative

**Vision:**

Every address in Wasco County can enjoy a higher quality of life and participate in education, healthcare, and the economy through a high speed\* internet connection at a price point that they can afford.

\*Ideally, 150 Mbps symmetrical

**Mission:**

Facilitate access to scalable telecommunication infrastructure to enable affordable broadband-level Internet across Wasco County much like a public utility.


**Values:**

Action-oriented, nimble, partnerships, proactive/sustainable, responsible, affordable, redundant and resilient.

Goals:	2021/2022 Strategies	Potential Projects
Goal 1: Maintain network and build redundancy and capacity of existing system	1.1 Maintain and update equipment per Qlife EOL schedule 1.2 Update Capital Improvement Plan (CIP) for The Dalles area 1.3 Identify single points of failure/network vulnerabilities 1.4 Develop Co-location room and redundant pathway east	- Downtown Overbuild -East Bisector/Grove Project
Goal 2: Expand our fiber network and employ alternative solutions and partnerships to serve areas in need	2.1 Identify areas with limited capacity/redundancy and develop fiber projects to address 2.2 Assess maintenance costs and damage risk (fires) of new builds 2.3 Explore partnerships with Warm Springs Telecom to serve the needs of South Wasco County 2.4 Develop Fiber to the Premises (FTTP) pricing structure 2.5 Explore options to serve Dallesport/Columbia Gorge Regional Airport and Business Park	- East Bisector/Grove Project -Shaniko/Avangrid -The Dalles Bridge River Crossing
Goal 3: Improve QLife’s ability to secure local, state, and federal resources	3.1 Work with partners to coordinate efforts to seek funding 3.2 Participate in The Dalles Community Outreach Team (COT) 3.3 Support efforts to form a Broadband Action Team (BAT) in partnership with Wasco County EDC Broadband Committee 3.4 Gather data/analyze gaps in service to demonstrate need 3.5 Outreach to Legislators on Qlife’s VMGs and specific projects	-South Wasco County Fiber Project (Tygh Valley/Pine Hollow) -Mosier Fiber Extension -BRIC Application
Goal 4: Support education & advocacy efforts related to broadband	4.1 Raise public awareness of role and value of Qlife in our Community and State 4.2 Annually provide scholarships to students attending CGCC studying a technology related field 4.3 Sponsor broadband events such as the Oregon Connections Telecommunications Conference	
Goal 5: Drive technological relevance by benchmarking and continuously evolving	5.1 Explore operational models for efficiencies to best fulfill mission 5.2 Continuously improve systems for Service Order response, customer setup, and Project Management/Implementation 5.3 Benchmark what is “high speed internet” annually to adjust ideal target speed and analyze progress. 5.4 Review and evaluate unique structure of Qlife for creative solutions	-Service Order Tracking Sheet -Project Management Improvements -Construction Standards Document

# Strategic Plan Today

# QLife Strategic Plan

	Goals:	2021/2022 Strategies	Potential Projects
<p><b>Vision:</b> Every address in Wasco County can enjoy a higher quality of life and participate in education, healthcare, and the economy through a high speed* internet connection at a price point that they can afford.</p> <p>*Ideally, 150 Mbps symmetrical</p>	<p><b>Goal 1:</b> Maintain network and build redundancy and capacity of existing system</p>	<p>1.1 Maintain and update equipment per Qlife EOL schedule 1.2 Update Capital Improvement Plan (CIP) for The Dalles area 1.3 Identify single points of failure/network vulnerabilities 1.4 Develop Co-location room and redundant pathway east</p>	<p>- Downtown Overbuild -East Bisector/Grove Project</p>
	<p><b>Goal 2:</b> Expand our fiber network and employ alternative solutions and partnerships to serve areas in need</p>	<p>2.1 Identify areas with limited capacity/redundancy and develop fiber projects to address 2.2 Assess maintenance costs and damage risk (fires) of new builds 2.3 Explore partnerships with Warm Springs Telecom to serve the needs of South Wasco County 2.4 Develop Fiber to the Premises (FTTP) pricing structure 2.5 Explore options to serve Dallesport/Columbia Gorge Regional Airport and Business Park</p>	<p>- East Bisector/Grove Project -Shaniko/Avangrid -The Dalles Bridge River Crossing</p>
<p><b>Mission:</b> Facilitate access to scalable telecommunication infrastructure to enable affordable broadband-level Internet across Wasco County much like a public utility.</p>	<p><b>Goal 3:</b> Improve QLife's ability to secure local, state, and federal resources</p>	<p>3.1 Work with partners to coordinate efforts to seek funding 3.2 Participate in The Dalles Community Outreach Team (COT) 3.3 Support efforts to form a Broadband Action Team (BAT) in partnership with Wasco County EDC Broadband Committee 3.4 Gather data/analyze gaps in service to demonstrate need 3.5 Outreach to Legislators on Qlife's VMGs and specific projects</p>	<p>-South Wasco County Fiber Project (Tygh Valley/Pine Hollow) -Mosier Fiber Extension -BRIC Application</p>
	<p><b>Goal 4:</b> Support education &amp; advocacy efforts related to broadband</p>	<p>4.1 Raise public awareness of role and value of Qlife in our Community and State 4.2 Annually provide scholarships to students attending CGCC studying a technology related field 4.3 Sponsor broadband events such as the Oregon Connections Telecommunications Conference</p>	
<p><b>Values:</b> Action-oriented, nimble, partnerships, proactive/sustainable, responsible, affordable, redundant and resilient.</p>	<p><b>Goal 5:</b> Drive technological relevance by benchmarking and continuously evolving</p>	<p>5.1 Explore operational models for efficiencies to best fulfill mission 5.2 Continuously improve systems for Service Order response, customer setup, and Project Management/Implementation 5.3 Benchmark what is "high speed internet" annually to adjust ideal target speed and analyze progress. 5.4 Review and evaluate unique structure of Qlife for creative solutions</p>	<p>-Service Order Tracking Sheet -Project Management Improvements -Construction Standards Document</p>

- Like rural electrification in the 1930s, we're entering the era of rural 'broadbandification.'
- With passage of the federal Infrastructure Investment and Jobs Act, providing \$65 billion to expand broadband access and affordability, we want to be ready!
- Our values include action-oriented, nimble, partnerships, proactive/sustainable, affordable, redundant and resilient.



## Wasco County BAT (Broadband Advisory Team)

- Formed in 2022 by MCEDD and the Wasco County Economic Development Commission
- Multi-stakeholder\*, action-oriented team working together to increase broadband awareness, access, and use throughout Wasco County
- Defining community broadband needs and goals
- Identifying gaps in broadband service through speed testing and other data collection
- Supporting infrastructure investments and getting projects shovel-ready
- Connecting local communities with outside resources to meet their needs

\* PUDs, educational institutions, governments, ISPs, medical, more...

# Broadband Speed Test and Survey



The Wasco County Broadband Action Team is working with MCEDD and local broadband partners to gather information through a survey that will:

- clearly identify gaps in high-speed Internet service
- ensure that funding decisions can be made based on accurate service information
- learn more about how we are using broadband today



# Broadband Speed Test and Survey



- Statewide Faster Internet Oregon Campaign (Link Oregon, EDDs, BATs)
- Take the survey here: <https://bit.ly/Speed-Survey>
- Distribution and Outreach Input Request:
  - Online Survey – Link/QR on promo material
  - Paper flyer/ printed survey distribution in your community:
    - ▶ Example: post office, community center, store, etc.
    - ▶ Roundtable at the end
- Coordinating with PUD and Schools
- After Survey Collection window:
  - Data entry support for paper surveys

*Please take & encourage your constituents to participate!*



# Survey Promo Materials

Wasco Co.

Regional




**Broadband Speed Survey**

*PLEASE COMPLETE THE SPEED SURVEY AT THE LINK BELOW!*

THE WASCO COUNTY BROADBAND ACTION TEAM IS WORKING WITH MCEDD AND LOCAL BROADBAND PARTNERS TO GATHER INFORMATION THROUGH A SURVEY THAT WILL:

- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN MORE ABOUT HOW WE ARE USING BROADBAND TODAY

**SURVEY LINK & QR CODE:**  
[HTTPS://BIT.LY/SPEED-SURVEY](https://bit.ly/speed-survey)

**WASCO COUNTY BROADBAND ACTION TEAM**




**Broadband Speed Survey**

*COMPLETE THE SPEED TEST AND SURVEY AT THE LINK BELOW!*

THE WASCO COUNTY BROADBAND ACTION TEAM IS WORKING WITH MCEDD AND LOCAL BROADBAND PARTNERS TO GATHER INFORMATION THROUGH A SURVEY THAT WILL:

- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN MORE ABOUT HOW WE ARE USING BROADBAND TODAY

**SURVEY LINK & QR CODE:**  
[HTTPS://BIT.LY/SPEED-SURVEY](https://bit.ly/speed-survey)

QUESTIONS? CONTACT NATASHA BLAIRCobb AT [NATASHA@MCEDD.ORG](mailto:NATASHA@MCEDD.ORG) OR 541-296-2266



**Broadband Speed Survey**

*PLEASE COMPLETE THE SPEED SURVEY AT THE LINK BELOW!*

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT IS WORKING WITH LOCAL AND REGIONAL BROADBAND PARTNERS IN OUR BI-STATE REGION TO:

- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN ABOUT HOW WE ARE USING BROADBAND TODAY

**TAKE THE SURVEY HERE:**  
[HTTPS://BIT.LY/SPEED-SURVEY](https://bit.ly/speed-survey)

QUESTIONS? CONTACT NATASHA AT [NATASHA@MCEDD.ORG](mailto:NATASHA@MCEDD.ORG) OR 541-296-2266



**Broadband Speed Survey**

*COMPLETE THE SPEED TEST AND SURVEY AT THE LINK BELOW!*

MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT IS WORKING WITH LOCAL AND REGIONAL BROADBAND PARTNERS IN OUR BI-STATE REGION TO:

- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN ABOUT HOW OUR REGION IS USING BROADBAND TODAY

**TAKE THE SURVEY HERE:**  
[HTTPS://BIT.LY/SPEED-SURVEY](https://bit.ly/speed-survey)

QUESTIONS? CONTACT NATASHA BLAIRCobb AT [NATASHA@MCEDD.ORG](mailto:NATASHA@MCEDD.ORG) OR 541-296-2266

**MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT IS WORKING WITH LOCAL AND REGIONAL BROADBAND PARTNERS IN OUR FIVE COUNTY, BI-STATE REGION TO:**

- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN MORE ABOUT HOW WE ARE USING BROADBAND TODAY

**Broadband Speed Survey**

**DO YOU HAVE THE INTERNET SPEEDS YOU NEED TO WORK, STUDY, OR ACCESS SERVICES?**



**TAKE THE SURVEY HERE:**  
[HTTPS://BIT.LY/SPEED-SURVEY](https://bit.ly/speed-survey)  
 OR SCAN THE QR CODE



Questions? Contact Natasha BlairCobb at [natasha@mcedd.org](mailto:natasha@mcedd.org) or 541-296-2266




**MID-COLUMBIA ECONOMIC DEVELOPMENT DISTRICT IS WORKING WITH LOCAL AND REGIONAL BROADBAND PARTNERS IN OUR FIVE COUNTY, BI-STATE REGION TO:**



- CLEARLY IDENTIFY GAPS IN HIGH-SPEED INTERNET SERVICE
- ENSURE THAT FUNDING DECISIONS CAN BE MADE BASED ON ACCURATE SERVICE INFORMATION
- LEARN MORE ABOUT HOW WE ARE USING BROADBAND TODAY

**Broadband Speed Test**

**DO YOU HAVE THE INTERNET SPEEDS YOU NEED TO WORK, STUDY, OR ACCESS SERVICES?**




**FOLLOW THE PROMPTS AT THE APPROPRIATE SPEED TEST LINK BELOW:**

Oregon  Washington 

[https://bit.ly/or-speedtest](https://bit.ly/OR-speedtest) [https://bit.ly/wa-speedtest](https://bit.ly/WA-speedtest)

Questions? Contact Carrie Pipinich at [carrie@mcedd.org](mailto:carrie@mcedd.org) or 541-296-2266





**Strategic Expansion of Fiber-to-the-Premises  
Design and Cost Estimate for Population  
Centers with Limited or No Fiber in Wasco  
County  
Prepared for Wasco County, OR  
April 2022**

# Rural Innovations Strategies, Inc. (RISI) Report

- Google Community Affairs funded
- 
- Enable QLife to pursue expanded coverage in Wasco County
- Create tools and resources to allow QLife to take advantage of upcoming opportunities and partnerships

# RIS: Middle Mile and Last Mile Designs

- Middle mile routes to connect the hubs to the towns in Wasco County





**Strategic Expansion of Fiber-to-the-Premises  
Design and Cost Estimate for Population  
Centers with Limited or No Fiber in Wasco  
County  
Prepared for Wasco County, OR  
April 2022**

# RISI Next Steps

- Identify target grant opportunity
- Rate framework evolution
- Discuss expansion opportunities with potential ISP partners

# Q-LIFE NETWORK

Ready, Set..  !

- **Vision:** Every address in Wasco County can enjoy a higher quality of life and participate in education, healthcare, and the economy through a high speed internet connection at a price point that they can afford.
- **Mission:** Facilitate access to scalable telecommunication infrastructure to enable affordable broadband- level internet across Wasco County much like a public utility.
- QLife and the Wasco County BAT are ready to quickly **pursue funding and partnerships** to expand broadband access.
- **Encourage citizens in The Dalles/Wasco County to complete the broadband speed test** from their home or business. Capture information from those who don't have internet (paper surveys, tabling, and more).



Q&A



## AGENDA STAFF REPORT

**AGENDA LOCATION:** Item #9A

**MEETING DATE:** July 25, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Izetta Grossman, CMC, City Clerk

**ISSUE:** Approving items on the Consent Agenda and authorizing City staff to sign contract documents.

- A. **ITEM:** Approval of the July 11, 2022 Regular City Council Meeting Minutes.

**BUDGET IMPLICATIONS:** None.

**SYNOPSIS:** The minutes of the July 11, 2022 Regular City Council meeting have been prepared and are submitted for review and approval.

**RECOMMENDATION:** That City Council review and approve the minutes of the July 11, 2022 Regular City Council meeting minutes.



MINUTES  
Regular City Council Meeting  
July 11, 2022  
Page 1

MINUTES

CITY COUNCIL MEETING  
COUNCIL CHAMBER, CITY HALL  
JULY 11, 2022  
5:30 p.m.

VIA ZOOM/ IN PERSON

**PRESIDING:** Mayor Richard Mays

**COUNCIL PRESENT:** Darcy Long, Tim McGlothlin, Rod Runyon, Scott Randall, Dan Richardson

**COUNCIL ABSENT:** None

**STAFF PRESENT:** City Manager Matthew Klebes, City Attorney Jonathan Kara, City Clerk Izetta Grossman, Finance Director Angie Wilson, Community Development Director Alice Cannon, Public Works Director Dave Anderson, Police Chief Tom Worthy, Human Resources Director Daniel Hunter

**CALL TO ORDER**

The meeting was called to order by Mayor Mays at 5:30 p.m.

**ROLL CALL OF COUNCIL**

Roll Call was conducted by City Clerk Grossman. Long, McGlothlin, Randall, Runyon, Richardson present.

**PLEDGE OF ALLEGIANCE**

Mayor Mays led the Pledge of Allegiance.

**APPROVAL OF AGENDA**

It was moved by Long and seconded by Randall to approve the agenda as submitted. The motion

MINUTES  
Regular City Council Meeting  
July 11, 2022  
Page 2

carried 5 to 0; Long, Randall, Richardson, Runyon, McGlothlin voting in favor; none opposed.

## **PRESENTATIONS PROCLAMATIONS**

### **Police Officer Award of Valor – Officer Reams**

Police Chief Tom Worthy read the Award of Valor:

“On June 15, 2022 at about 6:30pm, Officer Reams, with his Field Training Officer Perez responded to a report of a swimmer in distress in the Columbia River near the ferry dock. The Columbia River was extremely high due to continual rains, and there are areas of flooding in the city. The water temperature of the river was 56 degrees.

Upon their arrival, Officers Reams and Perez located the swimmer who was stuck in the river with her foot caught in the rocks on the bottom. The swimmer was nearing exhaustion from her continued exposure to the swift, cold water. Officers were joined by Mid-Columbia Fire and Rescue personnel. The swimmer advised that she had been caught in the river for over 30 minutes, and that she had made the emergency call from her Apple watch. The swimmer was showing signs of hypothermia. Her voice was raspy and broken and she was in obvious distress.

Fire personnel attempted to provide a ladder to the swimmer, and to pry apart the rocks in which her foot was stuck from the shore. These rescue attempts were unsuccessful and the swimmer’s condition continued to deteriorate.

Officer Reams assessed the scene and determined that the rescue of the swimmer needed to be immediate, and that he would be able to aid in the rescue only by entering the water to feel how the entrapment was occurring, since the water was too murky and fast to allow any visible inspection from above. Officer Reams left his ballistic vest and duty belt on the shore and carefully entered the water downstream of the swimmer. Officer Reams reached under the water and was just able to reach the swimmer’s foot. Only Officer Reams’ head was not submerged. Officer Reams was able to free the swimmer’s stuck foot and bring her to shore and the care of the fire fighters.

Officer Reams is receiving this Award of Valor based on his meritorious actions taken on June 15th 2022. If it were not for the quick efforts by Officer Reams, the swimmer’s suffering would have been prolonged or the outcome may have been worse.”

## MINUTES

Regular City Council Meeting

July 11, 2022

Page 3

### **CITY MANAGER REPORT**

City Manager Matthew Klebes reported:

- Community Outreach Team Washington DC trip
  - Week of September 12<sup>th</sup> or 19<sup>th</sup>
  - City Manager and Councilor Richardson attending
- Council Goal Setting
  - October or November to align with budget process
- Items under review
  - Street analysis on Gitchell Building
  - Underground Utilities Feasibility
- Planning Department Transition
  - Alice Cannon has resigned to take a part time job at Wasco County, last day July 25<sup>th</sup>
  - Working out an agreement with Cannon to consult regarding Urban Renewal

### **CITY COUNCIL REPORTS**

Councilor Runyon reported:

- Attended 4<sup>th</sup> of July events – well attended
- 2 days with Tribute to Fallen Heroes – met with Oregon residents

Councilor Richardson reported:

- Conversations with constituents
- Chamber of Commerce Governmental Affairs
- Clean up projects
- Climate Resiliency Committee – elected Chair

Councilor Long reported:

- Meeting with City Manager

Councilor McGlothlin reported:

- Stopped by St. Vincent de Paul Hope Center – 1<sup>st</sup> Community Health had a mobile nurse unit available

Mayor Mays reported:

- Red Cross Wildfire plan
- Judged floats for the 4<sup>th</sup> of July parade – McDonalds placed first

MINUTES  
Regular City Council Meeting  
July 11, 2022  
Page 4

### **CONSENT AGENDA**

It was moved by Richardson and seconded by McGlothlin to approve the Consent Agenda as presented. The motion carried 5 to 0, Richardson, McGlothlin, Runyon, Long, Randall voting in favor; none opposed.

Items approved on the consent agenda were: 1) The minutes of the June 27, 2022 Regular City Council Meeting.; 2) Surplus 3 Police Vehicles.

### **CONTRACT REVIEW BOARD**

#### **Authorize Purchase of New Sign Truck for Transportation Division**

Public Works Director Dave Anderson reviewed the staff report.

It was moved by McGlothlin and seconded by Richardson to authorize the purchase of a new 2022 Dodge Ram 5500, 4X4 flatbed pickup from Ron Tonkin Dodge, in an amount not to exceed \$69,975.53 plus license fees. The motion carried 5 to 0; McGlothlin, Richardson, Long, Runyon, Randall voting in favor; none opposed.

#### **Authorize Purchase of New Cat Model 303.5 Excavator**

Public Works Director Dave Anderson reviewed the staff report.

It was moved by Randal and seconded by Long to authorize the purchase of a new Cat 303.5 compact excavator from Peterson Cat through a Sourcewell pricing agreement in an amount not to exceed \$71,062.08. The motion carried 5 to 0; Randal, Long, Runyon, Richardson, McGlothlin voting in favor; none opposed.

#### **Authorize Purchase of New Cat Model 430 Backhoe Loader**

Public Works Director Dave Anderson reviewed the staff report.

Mayor Mays asked how many employees at Public Works can operate the pieces of equipment.

Public Works Director Anderson said Transportation and Wastewater (15 employees) use the first piece of equipment brought before Council at this meeting.

Anderson said the backhoe/loader would be used by all division (23 employees).

Mayor Mays said it was nice to be able to use a local vendor.

It was moved by Long and seconded by McGlothlin to authorize the purchase of a new Cat 430 backhoe-loader from Peterson Cat through a Sourcewell pricing agreement in an amount not to exceed \$170,314.13. The motion carried 5 to 0; Long, McGlothlin, Randall, Richardson, Runyon voting in favor; none opposed.

Authorize Lease Police Computers and Docking Stations

Police Chief Tom Worthy reviewed the staff report.

Councilor Richardson asked if the lease was paid monthly, over the 5-year term of the lease.

Chief Worthy said yes, and that the annual costs would be in the budget each year.

Councilor McGlothlin asked why the equipment was essential.

Worthy said to exchange information quickly to dispatch. He said it was a vital tool for gathering information to make calls in a timely manner for the safety of offices, and the community.

It was moved by McGlothlin and seconded by Randall to authorize the City Manager to execute the contract with HarborTech Mobility, Inc. to lease 26 computers for a 60 month term, in an amount not to exceed \$129,007.58. The motion carried 5 to 0; McGlothlin, Randall, Richardson, Long, Runyon voting in favor; none opposed.

**ADJOURNMENT**

Being no further business, the meeting adjourned at 6:01 p.m.

---

Submitted by/  
Izetta Grossman, CMC  
City Clerk

SIGNED:

---

Richard A. Mays, Mayor

ATTEST:

---

Izetta Grossman, CMC City Clerk





## AGENDA STAFF REPORT

**AGENDA LOCATION:** Contract Review Board Item #10B

**MEETING DATE:** July 25, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Dave Anderson, Public Works Director

**ISSUE:** Award of contract for design and construction-related engineering services for the Sorosis Reservoir Roof Repair Project

**BACKGROUND:** In June of 2017, the City awarded Contract No. 2017-003 for the interior and exterior repainting of the Sorosis and Columbia View Reservoirs; engineering design for that project was completed by CH2M/Jacobs. During the interior painting of the Sorosis Reservoir in 2020, it was discovered that there was significant deterioration and metal loss on many of the interior roof rafters and bolts due to corrosion which has reduced the structural integrity of the tank.

The Sorosis Reservoir, which has a capacity to hold 3 million gallons of water, was constructed in 1954. The reservoir's interior systems have been recoated only once since then, which occurred in 1964. Until the construction of Vista Reservoir in 2014, Sorosis Reservoir could not be taken off line and out of service for proper maintenance and repairs. A steel tank should be repainted every 20 years; it had been 56 years since the interior of the Sorosis Reservoir had been repainted. Because of the inability to perform the required routine maintenance on the interior of the tank, the metal rafters and bolts in the tank have experienced corrosion and metal loss. The photos attached at the end of this report show some of the metal loss on the deteriorated rafters, bolts and associated metal works.

Since Jacobs had developed the specifications for the painting contract, had been selected through a competitive Request for Proposal (RFP) process, had identified the problems in the Sorosis Reservoir roof support systems during the painting work, had expertise in municipal steel reservoir construction, and the repair work was an extension of the work to be done under the existing design contract, the City contracted with Jacobs in July 2021 to design a repair project for the tank. As work began under that contract, Jacobs determined that it would be desirable to have the tank inspected by an engineering firm

which specializes in steel reservoir repairs and rehabilitation. They recommended Tank Industry Consultants (TIC) to provide that specialized engineering. After TIC inspected the reservoir in April 2022, it was decided to discontinue the contract with Jacobs and that it would be desirable for the City to contract directly with TIC to continue the work to design the needed repairs and to provide inspection services during construction rather than paying Jacobs to hire TIC to do the work.

TIC was selected to perform the needed design and construction-related engineering services because it has the documented specialized expertise to perform this engineering work; they have provided references for similar work they have performed. TIC was recommended by Jacobs which is itself a firm with extensive experience in municipal water system and reservoir design and operations. Jacobs has a detailed familiarity with the City's municipal water system having developed the City's current Water Master Plan, conducted a seismic analysis of the City's finished water reservoirs including the Sorosis Reservoir, and designed the specifications and provided inspections for the Sorosis Reservoir painting project.

Following its inspection of the reservoir, TIC delivered a report to the City on May 11, 2022 wherein they provided two alternative sets of recommendations for repairs that would extend the life of the reservoir for 25 years or for 50 years. The report also specified that if the repairs were not completed within the next 24 months, the tank should be re-evaluated and updated recommendations may be warranted. After review of the report, City staff met with TIC on June 28, 2022 to discuss its findings, recommendations, and potential next steps. City staff requested a proposal from TIC to develop specifications to repair the tank and provide construction-related engineering services. An initial proposal was received from TIC on July 5, 2022 and, after the City's review, an updated proposal was received on July 12, 2022.

The Sorosis Reservoir can only be taken offline for maintenance during the winter months when water demands are low. The structure of the reservoir has been compromised and, as such, is more vulnerable to failure, especially in a seismic event. Failure of the reservoir would interrupt water supplies to the City's customers which can compromise public health and fire safety, and cause significant property damage. The City can best manage these risks by completing the needed repairs as soon as possible which would be in the upcoming winter season. Now that the amount of damage to the reservoir is known, it would be inadvisable to delay repairs any longer than necessary. Therefore, staff recommends that engineering design work be undertaken as soon as possible to develop the specifications that can be advertised for bid later this summer with award of a construction contract then to occur this fall. There is not enough time to develop a competitive RFP for engineering services and still complete the needed repairs this coming winter.

TIC provided the City with a proposal to develop specifications for both 25-year and 50-year design-life repairs for the reservoir. The City would subsequently advertise a construction contract for bid to which contractors would provide bids for both options. The City could then determine the most affordable and cost-effective repair option to implement. TIC would assist the City in reviewing and evaluating construction bids. During construction, TIC would provide engineering oversight and daily inspections of the repair work which is expected to take up to 16 55-hour weeks to complete. The cost



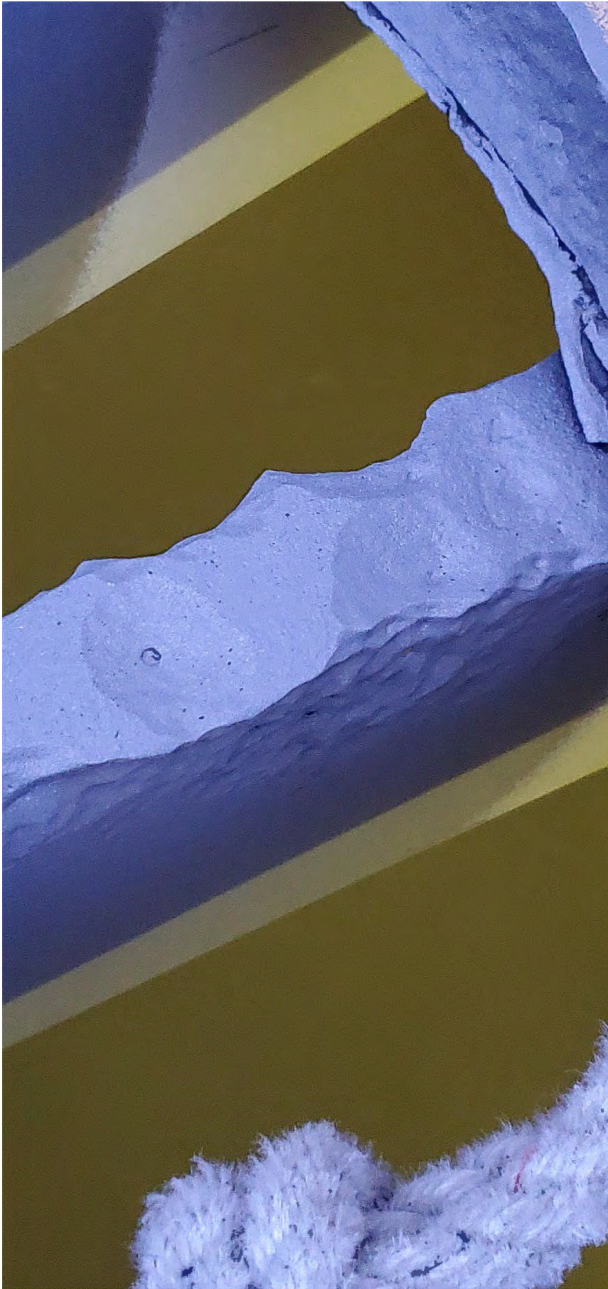
of these services is estimated to be up to \$199,532 for the 50-year option; the cost is estimated to be about \$34,218 less if the 25-year option is selected for implementation.

The City's Local Contract Review Board Rules, Section 03-0200(1)(a), allow the City to contract directly with a firm for engineering services utilizing a direct appointment, without competitive bids or proposals, when the City finds that an emergency exists. Staff recommends the direct appointment of a contract with TIC for engineering services related to the repair of the Sorosis Reservoir roof system due to the vulnerability of the Sorosis Reservoir to further damage or failure if repairs are not made, the criticality of the reservoir to the operation of the City water distribution system which directly affects public health and safety, the potential for property damage if the reservoir were to fail, the need to perform repair work during winter months, and the need to minimize the risks to the City's water system and public health by performing needed repairs as soon as possible.

**BUDGET IMPLICATIONS:** The estimated costs for the required Engineering Services for this project is \$199,532. Within Fund 53, the Water Reserve Fund, line 053-5300-000.75-10, a total of \$600,000 is allocated for this project. There are sufficient funds for this contract.

**COUNCIL ALTERNATIVES:**

1. **Staff Recommendation:** *Authorize the City Manager to enter into an engineering and related services agreement with Tank Industry Consultants for the Sorosis Reservoir Roof Repair Project in an amount estimated to be \$199,532.*
2. Deny authorization to award a contract with Tank Industry Consultants and provide additional direction to staff.



Metal loss on rafter and adjacent brace



Metal loss on rafter and circular brace; hole in circular brace



Bolt heads corroded away



## AGENDA STAFF REPORT

**AGENDA LOCATION:** Action Item #11A

**MEETING DATE:** July 25, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Daniel Hunter, Human Resources Director

**ISSUE:** Adoption and Promulgation of the City Continuity of Operations Plan (COOP)

**BACKGROUND:** April 23, 2013 The Dalles City Council approved Resolution No. 13-016 adopting and promulgating the City Emergency Operations Plan. That plan was developed by Ecology and Environment, INC in coordination with Wasco County Emergency Operations and the City of The Dalles. At the time the Emergency Operations Plan was adopted, the City Continuity of Operations Plan was incomplete.

The City's COOP is the plan used by City leadership in the event of an emergency to ensure continued delivery of vital City services and provide a framework to ensure continued City operations. Once the Resolution is adopted and signed, Resolution No. 22-027 and the Letter of Promulgation are inserted into the COOP. The completed COOP is then sent to each Department Head for Signature. The completed COOP is then forwarded to Wasco County Emergency Operations as well as City/County Insurance Services (CIS).

**BUDGET IMPLICATIONS:** None at this time.

**COUNCIL ALTERNATIVES:**

1. **Staff recommendation:** *Move to adopt City Council Resolution 22-027, A Resolution Promulgating and adopting a Continuity of Operations Plan for the City of The Dalles.*
2. Direct the City Manager to amend the Plan as Council desires
3. Decline

**RESOLUTION NO. 22-027**

**A RESOLUTION PROMULGATING AND ADOPTING A  
CONTINUITY OF OPERATIONS PLAN FOR THE  
CITY OF THE DALLES**

**WHEREAS**, ORS 401.032(2) states, "It is declared to be the policy and intent of the Legislative Assembly that preparations for emergencies and governmental responsibility for responding to emergencies be placed at the local level. The state shall prepare for emergencies, but shall not assume authority or responsibility for responding to an emergency unless the appropriate response is beyond the capability of the city and county in which the emergency occurs, the city or county fails to act, or the emergency involves two or more counties";

**WHEREAS**, the City of The Dalles will, to the extent practicable, prepare for, respond to, recover from and mitigate emergencies that occur in the City, with local resources;

**WHEREAS**, the City has an adopted Emergency Operations Plan; and

**WHEREAS**, at the time of adoption the Continuity of Operations Plan had not been formalized;

**NOW, THEREFORE**, the City Council ordains as follows: That in order to effectively respond to and recover from any locally declared emergency, the following provisions are established under the authority of ORS 401.032 to assist the City of The Dalles with local emergency response activities:

**Section 1. Plan Adoption and Promulgation.**

- A. The Continuity of Operations Plan, dated July, 2022 is hereby adopted for use by the City of The Dalles.
- B. The City Council is authorized to promulgate the Plan by adoption of this resolution with the attached Letter of Promulgation.

**Section 2. Authority of City.** In accordance with ORS Chapter 401, the City shall have the authority and responsibility to respond to emergencies.

**Section 3. Declaration of Local Emergency.** The City Manager may declare that a local state of emergency exists subject to ratification by the City Council at the first available opportunity. Such declarations shall follow the Emergency Operations Plan dated January 2013.

Section 4. Authority of City Manager.

- A. The City Manager shall be responsible for emergency management functions within the City under an emergency declaration.
- B. If a local state of emergency has been declared and if authorized by the declaration, the City Manager may exercise control over all departments, divisions, and officers of the City of The Dalles for the purpose of addressing the emergency.

Section 5. Emergency Measures. Upon a declaration of a local state of emergency, the City Manager, subject to review by the City Council, or successor authorized under Section 6 of this Resolution, may:

- A. Establish a curfew for emergency areas.
- B. Prohibit or limit public gatherings within the emergency areas.
- C. Restrict access to, or expel persons from, emergency areas.
- D. Order mandatory evacuations of residents within emergency areas.
- E. Implement mutual aid agreements.
- F. Suspend competitive bidding procedures in obtaining necessary goods, services and equipment during an emergency.
- G. Redirect city funds for emergency use.
- H. Order all other measures reasonably necessary to protect life, property and the environment.
- I. Petition the Governor of the State of Oregon to declare a state of emergency.

Section 6. Succession of Authority.

- A. If during a state of emergency, no members of the City Council are available, the powers vested in the City Council under this Resolution shall pass as follows:
  - (1) to the Mayor; or if unavailable
  - (2) to the City Manager

- B. If the City Manager is unavailable, the authority granted to the City Manager in this Resolution shall pass as follows:
  - (1) to the City Attorney; or if unavailable
  - (2) to the Public Works Director; or if unavailable
  - (3) to the Police Chief
- C. The line of succession set forth in this section shall apply to all provisions of this Resolution.
- D. Authority granted to city officials under this section shall be limited exclusively to the provisions of this Resolution.
- E. Authority granted to city officials under this section shall apply only if and when no person holding a higher place in the line of succession is available.

Section 7. Effective Date. This Resolution shall be effective upon adoption.

**PASSED AND ADOPTED THIS 25<sup>th</sup> DAY OF JULY, 2022.**

Voting Yes, Councilors: \_\_\_\_\_  
 Voting No, Councilors: \_\_\_\_\_  
 Abstaining, Councilors: \_\_\_\_\_  
 Absent, Councilors: \_\_\_\_\_

**AND APPROVED BY THE MAYOR THIS 25<sup>th</sup> DAY OF JULY, 2022.**

\_\_\_\_\_  
 Richard A. Mays, Mayor

Attest:

\_\_\_\_\_  
 Izetta Grossman, CMC, City Clerk





CITY of THE DALLES  
313 COURT  
STREET THE DALLES,  
OREGON 97058

(541) 296-5481  
FAX (541) 296-6906

## Letter of Promulgation

To all recipients:

Promulgation herewith is the revised Emergency Operations Plan for the City of The Dalles by inclusion of the Continuity of Operations Plan. This plan supersedes any previous plans. It provides a framework within which The City of The Dalles can plan and perform its respective emergency functions during a disaster or national emergency and maintain continuity of services provided to the public.

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

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

This plan has been approved by the City Council. It will be revised and updated as required. All recipients are requested to advise the City's Emergency Manager (City Manager for the City of The Dalles) of any changes that might result in its improvement or increase its usefulness. Plan changes will be transmitted to all addresses on the distribution list.

July 25, 2022



**CITY OF THE DALLES  
EMERGENCY MANAGEMENT**

**CONTINUITY OF OPERATIONS PLAN**

**July 2022**

City of The Dalles

**CONTINUITY OF OPERATIONS PLAN**

**APPROVALS**

This Continuity of Operations Plan (COOP) was prepared by City of The Dalles to develop, implement and maintain a viable COOP capability. This COOP complies with applicable internal policies, state and local regulations and supports recommendations provided by the Federal Emergency Management Agency. This COOP has been distributed internally within the City of The Dalles and with external agencies that may be affected by its implementation.

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**City Manager**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**City Attorney**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**City Clerk**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Public Works Director**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Chief of Police**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Finance Director**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Community Development Director**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Library Director**

Approved: \_\_\_\_\_ Date \_\_\_\_\_  
**Human Resources Director**

**CONTINUITY OF OPERATIONS PLAN**

**TABLE OF CONTENTS**

	<b><u>Page</u></b>
<b>1. EXECUTIVE SUMMARY</b>	9
<b>2. INTRODUCTION</b>	9
A. Purpose	9
B. Applicability and Scope	10
C. Policy	11
D. Objectives	11
E. Essential Business Functions	12
F. Continuity of Governance	12
G. Association with Other Plans	12
H. Assumptions	13
<b>3. AUTHORITIES AND REFERENCES</b>	14
A. Authorities	14
B. References	14
<b>4. ESSENTIAL BUSINESS FUNCTIONS</b>	15
<b>5. CONCEPT OF OPERATIONS (CONOPS)</b>	15
A. Planning Scenarios	15
B. COOP Execution	16
C. COOP Teams	17
D. Time-phased COOP Implementation	18
Phase 1 – Activation and Relocation	19
Phase 2 – Alternate Operations	21
Phase 3 – Reconstitution	21
E. Notification and Alert	22
F. Delegation of Authority and Orders of Succession	23
G. Security and Access Controls	23
H. Personnel and Family Preparedness	23
I. Procurement through Recovery Services	24
J. Devolution	24
<b>6. RESPONSIBILITIES AND PROCEDURES</b>	25
A. Responsibilities	25
B. Procedures	27
<b>7. ADMINISTRATION AND LOGISTICS</b>	28
A. Alternate Facilities	28
B. Vital Records, Equipment, and Systems	28
C. Interoperable Communications	28

D.	Resource Management	28
E.	Employee Support	29
<b>8.</b>	<b>COOP MAINTENANCE</b>	<b>29</b>
<b>9.</b>	<b>COOP CERTIFICATION</b>	<b>29</b>

## **APPENDICES**

<b>A.</b>	<b>Glossary</b>
<b>B.</b>	<b>COOP Team Rosters</b>
<b>C.</b>	<b>COOP Command Team Checklist</b>
<b>D.</b>	<b>City Wide Prioritized Listing of Essential Functions</b>
<b>E.</b>	<b>Orders of Succession</b>
<b>F.</b>	<b>Vital Systems and Equipment Backup and Recovery Plan</b>
<b>G.</b>	<b>Alternative Modes of Communication Plan</b>
<b>H.</b>	<b>Training, Testing and Maintenance</b>
<b>I.</b>	<b>Utilities Contact Info</b>
<b>I.</b>	<b>COOP - Plan Cross-walk</b>
<b>J.</b>	<b>Pandemic Plan</b>
<b>K.</b>	<b>City Council Specific Information</b>
	<ul style="list-style-type: none"> <li>• <b>Overview</b></li> <li>• <b>Essential Functions Priority List</b></li> <li>• <b>Minimum Resource Needs</b></li> <li>• <b>Alternative Meeting Locations</b></li> <li>• <b>Elections</b></li> </ul>
<b>L.</b>	<b>Municipal Court Specific Information</b>
	<ul style="list-style-type: none"> <li>• <b>Overview</b></li> <li>• <b>Essential Functions Priority List</b></li> <li>• <b>Minimum Resource Needs</b></li> <li>• <b>Alternative Court Locations</b></li> <li>• <b>Arraignments/Trials/Hearings</b></li> </ul>

- M. City Manager’s Office Specific Information**
- Overview
  - Advanced Notice Facilities, Equipment, and Resources Protection Protocol
  - Alternate Facilities
  - Essential Function Priority List
  - Essential Function Order of Succession
  - Minimum Resource Needs
  - Personnel Roster
  - Help Needed/Extra Assistance Available Chart
  - Vital Records Protection Protocol
  - Departmental Go-Kit
  - Key Vendor List
- N. Public Works Specific Information**
- Overview
  - Advanced Notice Facilities, Equipment, and Resources Protection Protocol
  - Alternate Facilities
  - Essential Function Priority List
  - Essential Function Order of Succession
  - Minimum Resource Needs
  - Help Needed/Extra Assistance Available Chart
  - Vital Records Protection Protocol
  - Departmental Go-Kit
  - Key Vendor List
- O. Police Department Specific Information**
- Overview
  - Advanced Notice Facilities, Equipment, and Resources Protection Protocol
  - Alternate Facilities
  - Essential Function Priority List
  - Essential Function Order of Succession
  - Minimum Resource Needs
  - Personnel Roster
  - Help Needed/Extra Assistance Available Chart
  - Vital Records Protection Protocol
  - Departmental Go-Kit
  - Key Vendor List
- P. City Attorney’s Office Specific Information**
- Overview

- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**Q. City Clerk’s Office Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**R. Finance Department Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**S. Community Development Department Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**

- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**T. Human Resources Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**U. Library Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**
- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**V. Airport Specific Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Alternate Facilities**
- **Essential Function Priority List**



- **Essential Function Order of Succession**
- **Minimum Resource Needs**
- **Personnel Roster**
- **Help Needed/Extra Assistance Available Chart**
- **Vital Records Protection Protocol**
- **Departmental Go-Kit**
- **Key Vendor List**

**W. Airport Information**

- **Overview**
- **Advanced Notice Facilities, Equipment, and Resources Protection Protocol**
- **Essential Function Priority List**
- **Minimum Resource Needs**
- **Help Needed/Extra Assistance Available Chart**

**X. Family Preparedness Plan**

**Y. Devolution**

**Z. Acquisition Checklist**

**AA. Reconstruction**

**City of The Dalles**  
**CONTINUITY OF OPERATIONS PLAN**

**1. EXECUTIVE SUMMARY**

**EXECUTIVE SUMMARY**

The City of The Dalles Continuity of Operations Plan (COOP) provides instruction and guidance to City employees, enabling essential City functions to continue when there is a catastrophic emergency that severely impacts the City's ability to operate as usual.

City department heads have been instrumental in the COOP preparation. They have developed actions and processes to ensure all public services legal in requirement, mandated by act or regulation, and/or affecting safety and health will continue under the worst of environmental, economic and technological conditions.

The City of The Dalles Continuity of Operations Plan represents our commitment to serve the citizens of The Dalles in the worst and best of times. The City of The Dalles directs each City employee to familiarize themselves with actions that must be taken to continue City operations during a disaster, and to continue to provide a full spectrum of public services to all who live in our City.

**2. INTRODUCTION**

The City of The Dalles has essential functions that must be performed, or rapidly and efficiently resumed, in an emergency. While the impact of an emergency cannot be completely predicted, planning for operations under such conditions can mitigate the impact of the emergency on our citizens, our employees, our facilities and our mission. To that end, City of The Dalles has prepared a Continuity of Operations Plan (COOP).

This COOP establishes policy and guidance to ensure the execution of the essential functions for the City in the event that an emergency at the City or in its service area threatens or incapacitates operations, and/or requires the relocation of selected personnel and functions.

COOP planning is a good business practice and is part of the fundamental mission of all responsible and reliable public agencies. The changing threat environment and recent emergencies have shifted awareness to the need for COOP capabilities that enable local governments to continue their essential functions across a broad spectrum of emergencies.

**A. Purpose**

The capability to prepare for, respond to and recover from emergencies affecting City of The Dalles operations is dependent upon the proficiency and wellbeing of its employees. It also requires the clarity of its leadership. Ensuring the capability to support employees and contractors, system users,

emergency responders, local and regional emergency management agencies, and the general public during emergencies. The City of The Dalles has adopted this COOP to address the mission-critical needs of the organization during emergencies such as:

- City records/data back-up and recovery
- Financial systems- paying vendors, employees, and receiving revenues
- Communications for employees, contractors and the public
- Alternate physical location of employees
- Continued monitoring and operation of critical infrastructure systems
- Identification of key personnel, roles and responsibilities to maintain critical City operations
- Continued operations and decision-making authorities despite unavailability of key personnel

This COOP describes how City of The Dalles will sustain the capability to perform essential functions during and after a disruption in operations, whether caused by severe weather, other natural or man-made disasters, or malevolent attack. This COOP ensures that City of The Dalles:

- Has the capability to implement the COOP both with and without warning;
- Is able to perform essential functions no later than 24 hours after activation of the COOP;
- Is able to maintain essential functions for up to 30 days (90 days in a pandemic scenario);
- Conducts regularly scheduled testing, training and exercising of City personnel, equipment, systems, processes and procedures used to support operations during a COOP event;
- Provides for a regular risk analysis of current alternate operating facilities;
- Plans the location of alternate facilities in areas where the ability to initiate, maintain and terminate continuity operations is maximized;
- Develops standard operating procedures which enable the performance of essential functions; and
- Promotes the development, maintenance and annual review of City COOP capabilities.

## **B. Applicability and Scope**

The COOP is applicable to all City of The Dalles departments, divisions, and personnel. This COOP describes the actions that shall be taken to activate a viable COOP capability within 12 hours of an emergency event, and to sustain that capability for up to 30 days (90 days in a pandemic flu scenario). The COOP can be activated during business and non-business hours, both with and without warning.

The COOP covers all facilities, systems, vehicles and buildings operated or maintained by City of The Dalles. The COOP supports the performance of essential functions from an alternate location(s) due to the primary facility becoming unusable for long or short periods of time. It also provides for continuity of management and decision-making, in the event senior management or technical personnel are unavailable.

The COOP shall be distributed to senior managers within the City of The Dalles. Training has been provided to City's personnel with identified responsibilities, and the COOP has been shared with all appropriate partners.

### **C. Policy**

It is the policy of City of The Dalles to respond quickly at all levels in the event of an emergency or threat in order to continue essential functions and operations, and to provide support to the citizens of Oregon, other customers of City of The Dalles, emergency management and response agencies, and other agencies or services that may be affected by the emergency.

A viable COOP identifies essential functions, alternate facilities, interoperable communications and data support systems. It consists of plans and procedures that are reinforced by comprehensive training, orientation, and exercise programs. COOP capabilities must be maintained at a high level of readiness, capable of being activated both with and without warning. The organization must be, ready to achieve operational status no later than 12 hours after activation, and able to maintain sustained operations for up to 30 days (90 days in a pandemic flu scenario) or until termination.

### **D. Objectives**

The objectives of this plan are:

- Ensure the continuation of essential functions;
- Ensure the safety of City employees;
- Maintain command, control and direction during emergencies;
- Reduce disruptions to operations;
- Protect critical facilities, equipment, records, and other assets;
- Assess and minimize damages and losses;
- Provide organizational and operational stability;
- Facilitate decision-making during an emergency;
- Achieve an orderly recovery from emergency operations;
- Assist affected employees and their families;
- Provide for the line of succession to critical management and technical positions;
- Provide resources and capabilities to develop plans for restoring or reconstituting regular activities, depending upon the scope, severity, and

nature of the incident to fulfill the City's responsibilities in local, regional and state emergency operations plans and agreements.

**E. Essential Business Functions**

When confronting events that disrupt normal operations, the City of The Dalles is committed to ensuring the continuity of essential business functions ("essential functions") even under the most challenging emergency circumstances. Only those mission critical functions that are required by statute, regulation or executive order, or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and wellbeing of the general populace, or to sustain critical support to the citizens of The Dalles are deemed essential functions.

During activation of this COOP, all other activities may be suspended, staffing levels may be augmented or reduced, and resources and staff may be sent home or reassigned to enable the City to concentrate on providing essential functions and building the internal capabilities necessary to restore normal operations. Appropriate communications with regular or expected users of services provided by those suspended services shall be a priority.

The City of The Dalles has identified its essential business functions by establishing criteria and engaging in strategic planning within each department. The City has further categorized essential functions into tiers based on the maximum amount of time an essential function may be offline in order to prioritize response actions. Essential business functions and their supporting critical processes and services, support personnel, and resources shall be reviewed and updated on an as-needed basis or, at a minimum, on an annual basis if there are no major programmatic or customer-based changes within the organization.

**F. Continuity of Governance**

Continuity of Governance (COG) is a term often associated with government Continuity of Operations Plans and the two terms are frequently used interchangeably. For purposes of this COOP, Continuity of Governance refers to the preservation, maintenance, and/or reconstitution of the City's legislative and judicial branches. As a municipal government, the City of The Dalles must ensure that these branches of local government are also capable of operating under adverse conditions to maintain democratic governance and to satisfy other obligations of state and local law. Specific information on actions and plans necessary to sustain the legislative and judicial branch is contained in the appendices.

**G. Association with Other City Plans**

The City has already established an Emergency Operations Plan (EOP), which governs the City's initial response (attack) to a non-routine emergency. It

establishes a chain of command and adopts the emergency response framework and procedures prescribed by the National Emergency Management System (NIMS). In contrast, this COOP addresses how the City will carry out its essential business operations under the conditions and circumstances created by an emergency or other triggering event. Accordingly, the two plans are typically linked in sequence as initiation of the COOP will usually follow the activation of the EOP. However, there may be instances where the two plans are activated independent of each other.

The City also has specific Emergency Response Plans for its utility operations which may be activated as needed in conjunction with this COOP or independent of it.

## **H. Assumptions**

The following assumptions are made in considering continuity of operations planning by the City of The Dalles:

- During business hours, a building will be evacuated in accordance with City of The Dalles / Wasco County Evacuation Plan.
- Upon declaration of COOP activation by senior leadership, employees will be instructed about their responsibilities under the activation and relocation phases of the COOP.
- Emergencies or threatened emergencies can adversely impact the City's ability to continue to support essential functions and to provide support to the operations of local businesses and external agencies.
- Appropriate resources and funding shall be available for the planning, implementation and maintenance of the COOP program. Required resources shall be dedicated in a timely fashion following activation of the COOP.
- When a COOP event is declared, the City shall implement a predetermined plan using trained and equipped personnel.
- City personnel and resources located outside the area affected by the emergency or threat shall be available as necessary to continue essential functions.
- The City shall provide operational capability within 12 hours of the event and be able to continue essential operations for 30 days, or until termination of the event, whichever is earlier. Pandemic scenarios require the ability to continue essential functions for up to 90 days.
- Normally available staff members may be rendered unavailable by a disaster or its aftermath, or may be otherwise unable to participate in the recovery.
- Procedures are sufficiently detailed enabling another individual, other than the person primarily responsible for the work, to follow them.
- Recovery of a critical subset of the City's functions and application systems shall occur to allow the City to continue essential functions adequately.
- A disaster may require the City and others to function with limited automated support and some degradation of service until full recovery is made.
- All operations employees shall be trained in the appropriate NIMS training for their position and authority.

- In compliance with the National Incident Management System (NIMS), and Homeland Security Presidential Directive (HSPD) - 5, all COOP program activities shall incorporate the principles of NIMS and the Incident Command System (ICS).

### 3. AUTHORITIES AND REFERENCES

#### A. Authorities

The COOP has been developed with the full endorsement of the City of The Dalles's *City Manager* and senior management.

The COOP complies with the following state regulations and Executive Order(s)

- Oregon Revised Statute Section 401
- Executive Order (EO 04-05), Oregon office of Homeland Security dated May 11, 2007
- Department of Administrative Services (DAS) Statewide Policy Number 107-001-010, dated March 17, 2006
- Oregon's Emergency Operations Plan, September 2010

#### B. References

References used to develop this template include:

- Continuity of Operations Plan (COOP) Template, Federal Emergency Management Agency
- Continuity of Operations Plan (COOP) Template Instructions, Federal Emergency Management Agency
- Guidance on Continuity of Operations Planning for State, Local, Tribal, Territorial and Private Sector Organizations
- The State of Oregon Continuity of Operations Planning Manual
- The State of Oregon Continuity of Operations Plan (COOP) Template
- Local Community Planning Handbook, Emergency Management and Homeland Security Division of the Michigan Department of State Police
- Preparedness Plan Template, Recovery Services
- Continuity of Operations Plan, City of Sandy, Oregon

Other references that have supported the development of this COOP include the following:

- Homeland Security Presidential Directive (HSPD) 20, National Security Presidential Directive (NSPD) 51: *National Continuity Policy*

Though not required, the COOP addresses elements identified in the Federal Emergency Management Agency, *Federal Continuity Directive 1*.

#### **4. ESSENTIAL BUSINESS FUNCTIONS**

When confronting events which disrupt normal operations, City of The Dalles is committed to ensuring that essential business functions will be continued even under the most challenging emergency circumstances. The City of The Dalles has identified as essential only those priority business functions that are required by statute, regulation or executive order, or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, or to sustain critical support to the citizens of Oregon.

During activation of this COOP, all other activities may be suspended to enable the City to concentrate on providing the essential functions and building the internal capabilities necessary to increase and eventually restore normal operations. Appropriate communications with regular or expected users of services provided by those suspended services shall be a priority.

The City of The Dalles has identified and prioritized essential business functions in Form B, *Prioritized Listing of Essential Functions*, in the Appendix. Essential business functions and their supporting critical processes and services, support personnel, and resources shall be reviewed and updated on an as-needed basis or, at minimum, on an annual basis if there are no major programmatic or customer-based changes within the organization.

#### **5. CONCEPT OF OPERATIONS (CONOPS)**

To implement the COOP, the City has developed a Concept of Operations (CONOPS), which describes its approach to implementing the COOP, and how each COOP element shall be addressed. In particular, this CONOPS focuses on establishing emergency decision-making authority and defining a decision process for determining appropriate actions in implementing COOPs and procedures. This concept of operations also identifies the different classes of threat or hazard for which the plan is devised. Finally, the CONOPS identifies how the City shall address issues associated with notification and alert, and command and control.

##### **A. Planning Scenarios**

The COOP has been developed taking into account three separate “classes” of threats that may result in COOP activation. For each class, activities have been identified to ensure the activation of the COOP and the continuous capability of the City of The Dalles to make decisions and take action.

Activation of the COOP may involve:

- The deliberate and pre-planned movement of selected key personnel and technical personnel to an alternate operating facility or remote working scenarios;
- The implementation of temporary work procedures;



- The delegation of emergency authorities to successors of senior management and technical personnel due to them being unavailable during the emergency; and/or
- The assignment of COOP teams to perform specific activities necessary to ensure essential functions.

The following three threat scenarios have been identified as incidents likely to trigger COOP activation:

- **Class 1 Scenario: Single Building/Department:** In this scenario, a portion or all of the City’s operations are disrupted at one location, with limited displacement of operations to alternate facilities. There is limited impact on interdependencies between the City and other operations including customers, vendors and suppliers, and the event is most likely of a short to medium-term duration. The most likely causes of such a disruption are fire; system/mechanical failure; loss of utilities such as electricity, telephone, or water; or explosion (regardless of cause) that produces no significant damage to any other facilities or systems used by the City.
- **Class 2 Scenario: Catastrophic Event:** This scenario assumes that an incident affects a geographic region or numerous City operations. This scenario also assumes the disruption of operations to a number of agencies, leading to a massive and widespread displacement of the workforce and a disruption to multiple interdependencies between and among departments, as well as those with customers and critical suppliers. Disruption of normal business operations is assumed to be for an extended period of time.
- **Class 3 Scenario: Pandemic:** This scenario assumes that there is a pandemic-related disruption of the workforce that is indiscriminate as far as impact, and that infrastructure is affected only to the extent that systems require maintenance and/or operation by a severely depleted workforce. Operations from an alternate (continuity) location will probably not be required although remote-working scenarios may be warranted. A pandemic event will most likely last for 12-18 months with as many as three waves of new infections lasting 4-6 weeks each. Continuous essential function evaluation may be required. For instance, a function that may not be critical the first 3 months will become critical the 4<sup>th</sup> month.

## **B. COOP Execution**

The City Manager, or their designated successor, may implement this COOP. The COOP is implemented based on known or anticipated threats and emergencies that may occur with or without warning. The City of The Dalles Appendix of the Wasco County Natural *Hazard Mitigation Plan*, maintained by Wasco County Sheriff’s Emergency Management Department, will help to understand these threats and to identify mitigation strategies:

- **Known Threats And Emergencies (With Warning)**: There are some threats to operations that may afford advance warning that shall permit the orderly alert, notification, evacuation, and if necessary, the relocation of employees. Situations that might provide such warning include seasonal flooding, a transportation accident resulting in a threat of a release of hazardous material (HAZMAT) or a threat of a terrorist incident.
- **Unanticipated Threats and Emergencies (No Warning) During Non-Business Hours**: Incidents may not be preceded by warning, e.g., earthquakes, arson, HAZMAT, or terrorist incidents, and may occur while a majority of the on-site staff is not at work. In these circumstances, while operations from the primary facilities may be impossible, the majority of our employees shall still be able to respond to instructions, including the requirement to relocate following proper notification.
- **Unanticipated Threats and Emergencies (No Warning) During Business Hours**: Incidents may also occur with no warning during normal office hours. In these circumstances, execution of the COOP, if indicated by the circumstances of the event, would begin with implementation of building evacuation and safe assembly procedures, continuing through to notification of the COOP Team.

### C. COOP Team

To support this COOP, the City designated four teams responsible for planning, execution, and facilities management. The four teams are described below.

**Planning Team** – Planning team members are responsible for scheduling and conducting continuity meetings (minimum of one meeting per year), establishing a framework for the organization’s continuity plan design and strategy, reviewing the accuracy of the personnel information contained within the plan, developing an ongoing process for reviewing and updating the plan, and scheduling and participating in continuity trainings and exercises.

**Command Team** – In the event of activation or partial activation of the COOP, a COOP Command Team has been identified and organized according to federal NIMS/ICS guidelines (Form A, *COOP Command Team*, in the Appendix). The Command Team is headed by the City Manager and staffed with departmental managers and other personnel with the technical expertise necessary to reestablish essential functions within 12 hours after the emergency event. The Command Team makes all management related decision and is responsible for the overall direction of the response effort. Lines of succession for each command team member in addition to lines of succession for each essential function are located within the department specific appendices.

**Advance Team(s)** - The advance team is responsible for regularly evaluating the suitability and readiness of alternative sites for operations. In the event operations must move to an alternative site, the advance team is also responsible for facilitating the transfer of operations to the alternative site by preparing the alternative sites. Accordingly, advance team members are persons who are not essential for shutting down operations at a primary site, but are familiar enough with the operations to prepare the alternative facility for the arrival of equipment, personnel, and other resources. Advance team members brief the Command Team on the status of alternate facilities and serve as alternate facility managers while those alternate facility managers are in use. Depending on the extent of the triggering event, multiple advance teams may be activated to prepare and manage multiple alternate facilities.

**Outreach Team** - The Outreach Team serves as liaisons to the non-governmental relief organizations including, but not limited to, utility companies, franchisees, the Red Cross, faith based organizations, and citizen volunteers. At the direction of the Command Team, the Outreach Team will make contact with these organizations and coordinate any relief efforts. Specific activities performed include serving as the contact point for non-governmental relief efforts, identifying bases of operations for these relief efforts and facilitating establishment of such bases, briefing non-governmental relief efforts on the status of governmental relief efforts, and, as appropriate, organizing and directing non-governmental relief efforts.

**D. Time-phased COOP Implementation**

When confronting events which disrupt the normal operations of the City, the City of The Dalles shall implement its COOP utilizing the following time-phased approach:

Phase	Time Frame	Activity
Phase I- Activation and Relocation	0-24 Hours	<ul style="list-style-type: none"> <li>▪ Notify alternate facility manager of impending activation and relocation requirements.</li> <li>▪ Notify affected local, regional and state agencies.</li> <li>▪ Activate plans to transfer to alternate facility.</li> <li>▪ Instruct advance team to ready alternate facility.</li> <li>▪ Notify City employees and contractors regarding activation of COOP and their status.</li> <li>▪ Assemble documents and equipment required for essential functions at alternate facility.</li> <li>▪ Order needed equipment/supplies.</li> <li>▪ Transport documents, equipment and designated communications.</li> <li>▪ Secure original facility.</li> <li>▪ Continue essential functions at regular facility, if available, until alternate facility is ready.</li> <li>▪ Advise alternate facility on status.</li> <li>▪ Activate advance, operations, and support teams, as necessary.</li> </ul>
Phase II- Alternate Facility/Work Site Operations	12 Hours to Termination of Emergency	<ul style="list-style-type: none"> <li>▪ Provide guidance to contingency team personnel and information to the public.</li> <li>▪ Identify replacements for missing personnel (delegation of authority and orders of succession).</li> <li>▪ Commence full execution of operations supporting essential functions at the alternate facility and/or using remote working.</li> </ul>
Phase III- Reconstitution	Termination of Emergency	<ul style="list-style-type: none"> <li>▪ Inform all personnel that the threat no longer exists.</li> <li>▪ Supervise return to normal operating facility.</li> <li>▪ Conduct a review of COOP execution and effectiveness. Update COOP to correct deficiencies and/or incorporate best practices.</li> </ul>

A brief description of City of The Dalles’s approach to each phase of activation is provided below.

**Phase 1: Activation and Relocation**

- a. **Alert and Notification:** The City has established specific procedures to alert and notify the City Manager, senior management staff, and members of the advance team, operations team, support teams and contingency teams that COOP activation is imminent. Specifically, the City Manager will inform department managers who will in turn inform division managers and so on until appropriate notification of City staff has occurred. If mass instantaneous communication is required, the City will utilize the reverse 911 service operated in conjunction with Wasco County (County) that can send communications to both the work and home contact points of City personnel. The

City's Recovery Service subscription also provides for instantaneous citywide communications via phone, text, and email that can be accessed remotely through the Recovery Services website linked through CIS.

- b. **Initial Actions:** The City has identified specific actions to terminate primary operations and activate the COOP Command Team, secondary communication links, and alternate facilities. First, if a triggering event is anticipated, department managers have established procedures for protecting personnel, facilities, equipment, and other resources to minimize impacts and disruptions to essential functions. Second, if evacuation is necessary, each City building has established an evacuation plan. Third, the City has established alternative communication lines that will allow for the COOP Command Team to organize a plan and issue directives. Fourth, personnel who do not have active COOP response roles may be instructed to go home or relocate to another specified location pending further guidance. Finally, the City has designated an Advance Team(s) that will prepare for the transfer of operations from their primary location to an alternative facility.
- c. **Activation Procedures Business Hours:** If a triggering event occurs during non-business hours, the City Manager or an assignee will activate the COOP Command Team. The COOP Command Team will assemble at a location specified by the City Manager or communicate remotely to establish short term plans of action. If safe, employees with COOP responsibilities will be contacted and instructed to proceed with procedures for protecting personnel, facilities, equipment, and other resources to minimize impacts and disruptions to essential functions. Advance Teams will also be notified to prepare alternate facilities if necessary. Personnel who do not have active COOP response roles may be instructed to remain at home or relocate to another specified location pending further guidance. The City will strive to keep all employees updated on the status of the emergency and their responsibilities under the COOP.
- d. **Deployment and Departure Procedures (Time-Phased Operations):** Allowances have been made for partial pre-deployment of any essential functions that are critical to operations; determination will be based on the level of threat. Regular evaluations of staffing levels, facilities, and resources will be conducted to determine whether initial decisions proved effective, where resources should be allocated, and what future actions to take.
- e. **Transition to Alternate Operations:** The City has established minimum standards for communication, direction, control, and security that are to be maintained until alternate facilities are operational. Namely, advanced teams will initiate preparation of alternate facilities for potential relocations upon activation of the COOP and will regularly report to the COOP Command Team on the status of those alternate facilities. All other employees, if safe, shall assist in the decommissioning of primary facilities as assigned. Department managers in consultation with the COOP Command Team will determine when the transition to alternate facilities will occur. If previously identified alternate facilities are unavailable or unsuitable, new facilities will be procured from

governmental partners or through Recovery Services (may take upwards of 48 hours to receive assistance).

## **Phase 2: Alternate Operations**

- a. **Operational Hours:** During activation of the COOP, the City will strive to preserve regular operating hours. Conditions will dictate whether business hours need to be augmented or abbreviated.
- b. **Execution of Essential Functions:** The City will perform any functions determined to be essential from the alternate facility and/or remote working using temporary work orders or procedures. Priority for operating essential functions will be governed by the master essential function priority list located in Appendix D. Additional staff from other departments may be temporarily reassigned to assist in the performance of essential functions.
- c. **Establishment of Communications:** The City will re-establish normal lines of communication within the City, to other agencies, and to the public at its earliest opportunity. If operations are transferred to an alternate and/or remote work facilities, telecommunications will be forwarded to those sites. If alternate sites and then existing City resources are unable to support telephonic and electronic communications, alternative communications infrastructure will be procured through other governmental agencies or Recovery Services.
- d. **Augmentation of Governmental Services and Staffing Levels:** As the situation comes under control, additional staff will be activated to provide other services and functions, as necessary. The priority of the reactivation of governmental services is contained within the master essential function priority list located in Appendix D.
- e. **Development of Plans and Schedules for Reconstitution and Termination:** As soon as feasible, preparation for transferring operations of communication, vital records, databases and other activities back to the primary facility will begin. Circumstances may dictate that a new primary facility is designated and subsequently occupied. Advance Teams are responsible for evaluating and preparing for the return to primary facilities or new long term facilities.

## **Phase 3: Reconstitution**

- a. **Reconstitution Process:** At the direction of the COOP Command Team, Advance Teams will assess the state of primary facilities and prepare those facilities for the transition back to normal operations. Based on input from the Advance Teams, the COOP Command Team will formulate a demobilization plan that minimizes service disruptions for essential functions.
- b. **Reconstitution Procedures:** After development of a demobilization plan, department managers in consultation with the COOP Command Team will establish specific

instructions for their Advance Teams and any supporting City staff to ensure a timely and efficient transition of communications, vital records, and databases to the primary facility.

- c. **After-Action Review and Remedial Action Plans:** The City will develop a task force to assess all phases and elements of the alternate operations and provide specific solutions to correct any areas of concern. The task force will meet no later than 30 days after reconstitution and will prepare a report for presentation to the City Council no later than 90 days after reconstitution.

## **E. Notification and Alert**

The City of The Dalles recognizes that the COOP should be operational at any given time and under any given circumstance. This section outlines how the City will respond to triggering events that occur with and without warning as well as during regular or non-business hours.

- **With Warning** It is expected, in many cases, that the City of The Dalles will receive a warning of at least a few hours prior to an event. This will normally enable the full execution of the COOP with a complete and orderly alert, notification, and deployment of key personnel to an assembly site or pre-identified deployment location. Notification will occur through standard email and telephonic channels. The COOP Command Team will assemble in a designated location selected by the City Manager and deploy the Advanced Teams if necessary. Departmental employees will decommission primary facilities in accordance with departmental protocol if need be, evacuate the facilities as necessary, assist in the transfer of operations to an alternate facility, and engage in any other support activities as instructed.
- **Without Warning:** The response following a triggering event that occurs with little or no warning will depend on the severity of the emergency, the condition of facilities, and the number of personnel available. To the extent possible, the City will follow the protocols described above in the “with warning” subsection, but will deviate as appropriate for the circumstances.
  - a. **Non-Business Hours.** COOP Command Team personnel will be alerted and activated to support operations for the duration of the emergency. The COOP Command Team will assemble in a designated location selected by the City Manager and deploy the Advance Teams. Depending on the status of communications, other City employees will be notified by text message, email, telephone, licensed 2-way radio, or using designated reverse 911 procedures.
  - b. **Business Hours.** If possible, the COOP will be activated and available members of the COOP teams will be deployed as directed to support operations for the duration of the emergency. Evacuations of City buildings may be necessary. Depending on the status of communication systems,

notifications and updates will be made by text message, telephone, in-person at facilities, licensed 2-way radio, or using designated reverse 911 procedures.

#### **F. Delegations of Authority and Orders of Succession**

In the event that executive leadership, senior management or senior technical personnel are unavailable during an emergency, the City of The Dalles has developed a set of procedures to govern both orders of succession and delegations of authority.

- Authorized successors have been identified for key management and technical positions within the City. Orders of succession for key positions and responsibility for essential functions are contained in *Appendix B* in addition to the department specific appendices. The City Manager and department managers (within their departments) shall have full discretion to reassign orders of succession to appropriately respond to the emergency.
- When authority is passed down the line of succession, the ascending employee shall assume authority no greater than that of their predecessor and such authority shall be limited to the duration of the emergency. The City Manager and department managers (within their departments) shall have full discretion to tailor scopes of authority to appropriately respond to the emergency.

#### **G. Security and Access Controls**

The COOP Command Team in conjunction with the Advance Teams will ensure that all four types of security are addressed and in place at alternate facilities: operational, information systems/cyber, physical, and access controls. Due to the sensitive information contained in the COOP, the City Manager will also ensure that distribution of the COOP is limited and that an account of those who have access to the plan is maintained.

The City Manager will ensure the following:

- Plans and procedures shall establish a goal of duplicating the level of security established at the vacated primary facility to the alternate facility.
- Alternate technologies, including video technology and remote working, may be considered for security.
- Augmentation of security will be addressed, based on the emergency or threat, to include considerations for using local law enforcement, private vendors, or other resources.



## **H. Personnel and Family Preparedness**

The City of The Dalles recognizes that the wellbeing of family, neighbors, partners, and animals are of primary concern for our employees and often must be addressed before they resume supporting City operations. To address these concerns and to facilitate the transition back to work, the City encourages all staff to develop family preparedness plans. Appendix X provides a Family Disaster Plan developed by the Federal Emergency Management Agency (FEMA) that can be used as a guideline for families to prepare for COOP events. Additionally, employees can set up accounts through CIS Recovery Services to utilize the family preparedness tools available on that site. It is suggested that City Staff be reminded of the availability of these resources and the need to update personal plans on an annual basis.

## **I. Procurement through Recovery Services**

The City's premiums to City County Insurance Services include membership in Recovery Services. The Recovery service is an on demand recovery support service that furnishes mobile office space, satellite telecommunications, generators, and computer systems. The specifics of the City's membership are documented on the City's insurance policy. In essence, the City's membership keeps recovery services and equipment on retainer, with the City obligated to pay for actual services and equipment ordered. In many instances, particularly where there is a casualty claim for covered City Property, these fees are recoverable from the City's insurance provider. The City, through its Human Resources Director, shall always contact its insurance provider upon the occurrence of a triggering event and shall coordinate with the provider in ordering resources from the provider.

## **J. Devolution**

Devolution is the transfer of statutory authority and responsibility for essential functions from an organization's primary operating staff and facilities to another organization's employees and facilities. Devolution planning supports overall COOP planning and addresses catastrophic or other disasters that render an organization's leadership and staff unavailable or incapable of performing its essential functions from either its primary or alternate facilities.

If devolution is necessary, prioritized essential functions are transferred to a pre-identified devolution organization. Direction and control of essential functions is transferred to the devolution organization site and/or identified personnel.

Devolution planning involves several special issues:

- Personnel at the devolution site must be trained to perform the essential functions to the same level of proficiency as the City of The Dalles personnel.
- Vital records, documents, and databases must be up to date and available at the devolution site.

- Communications and information management systems must be able to be transferred or accessible at devolution site.
- Delegations of authority planning must include senior personnel at the devolution site.

Devolution will be triggered when the COOP Command Team determines that there is insufficient staff or resources to maintain and carry out the City’s prioritized essential functions. At that point, the City Manager or highest ranking City official available will institute devolution through the execution of pre-negotiated intergovernmental agreements or memoranda of understanding. The Command Team will notify the devolution organization(s) of the intent to initiate devolution and available staff will work with the devolution organization to facilitate the transfer of control.

The following are pre-identified devolution organization(s):

- Wasco County
- State of Oregon Office of Emergency Management
- Federal Emergency Management Administration

## 6. RESPONSIBILITIES AND PROCEDURES

### A. Responsibilities

The purpose of this section is to identify key positions within the City and their responsibilities in the event of an emergency requiring COOP activation. This is additional detail to that previously discussed concerning the COOP Command Team, Advance Team, and Planning team. In addition, specific roles of key personnel are also identified.

#### **The City Manager is responsible for:**

- Activating the COOP
- Heading the COOP Command Team
- Providing updates to City Council
- Media Requests
- Facilities Management/Logistics
- Reviewing the work of the Planning Team

#### **The City Attorney is responsible for:**

- Providing legal counsel to the Command Team and City Council
- Serving on the Command Team
- Drafting intergovernmental agreements as necessary
- Assisting in procurement as necessary

- Supporting the municipal court

**The Public Works Director is responsible for:**

- Maintaining water, storm water, and sanitary sewer services
- Servicing and maintaining City streets
- Serving on the Command Team

**The Chief of Police is responsible for:**

- Maintaining patrols and police services
- Serving on the Command Team

**The City Clerk is responsible for:**

- IT Services
- Official Records
- Serving on the Command Team
- Organizing meetings of City Council
- Internal communications

**The Finance Director is responsible for:**

- Serving on the Command Team
- Procurement
- Payroll

**The Human Resources Director is responsible for:**

- Human Resources matters
- Risk Management
- Insurance consultation and coordination
- Serving on the Command Team

**The IT Manager is responsible for:**

- Restoring computers and servers
- Restoring internet connectivity

**The COOP Command Team is responsible for:**

- Strategic command
- Staffing levels
- Resource allocations
- Executing intergovernmental agreements once signed

**The Advance Teams are responsible for:**

- Maintaining alternative operations sites in a state of readiness
- Preparing alternative sites for imminent transfer of operations
- Evaluating needs and acquiring resources at alternative sites
- Updating the Command Team on status of alternative sites
- Preparing primary sites for transition back to normal operations
- Security at primary facilities and alternate facilities

**The Planning Team is responsible for:**

- Updating and maintaining the COOP Training and emergency readiness exercises

**B. Procedures**

The City of The Dalles has developed specialized lists of responsibilities by unit based on its unique organizational structure. Responsibilities are presented in checklist format for those key personnel that shall:

- manage the activation of the COOP;
- oversee implementation of emergency response procedures to ensure the safety of employees, contractors, customers and the general public;
- activate alternate facilities and supporting communications and information technology systems;
- support legal activities on behalf of the City;
- provide public information;
- perform assessments of City infrastructure;
- perform inspections and repairs of City facilities;
- develop temporary service plans; and
- lead the recovery transition

The following table indicates where checklists and procedures supporting key COOP activities can be located within the City.

<b>Checklist/Procedure</b>	<b>Location</b>
<i>Building Evacuation Plan</i>	On file in each City building & Publicly Displayed
<i>Procedure for employee advisories, alerts and instructions</i>	Appendix C and Department Specific, Appendices L - W
<i>Personnel rosters</i>	On file in each department and online at CIS, and Appendix B
<i>Department operations decommission procedures</i>	Included in department specific appendices L through W
<i>Order of successions in emergency situations</i>	Appendix E and department specific appendices
<i>Pre-positioned resources and drive away kits</i>	Departmental appendices (L-W)
<i>Protection and safeguarding of vital record and databases</i>	Appendix F
<i>Resource acquisition checklists and/or procedures</i>	Appendix Z
<i>Execution of essential functions priority schedule</i>	Appendix C
<i>Family Support and Preparedness Plan</i>	Appendix X
<i>Devolution of command and control</i>	Appendix Y

<i>Reconstitution and termination checklist and/or procedure</i>	Appendix AA
<i>Pandemic Influenza Plan</i>	Appendix J

**7. ADMINISTRATION AND LOGISTICS**

**A. Alternate Facility**

The City of The Dalles recognizes that normal operations may be disrupted and that there may be a need to perform essential business functions at alternate facilities.

The current options for Alternate Work Sites, including any unmet space and resource needs are captured in the department specific information contained in the appendices. In addition, depending on the emergency conditions, the City of The Dalles also has access to additional facilities that could support essential business functions through cooperative/mutual aid agreements with other governmental entities and by contract with Recovery Services. Alternatively, remote working options may be used to support essential business functions of the City as may be appropriate.

**B. Vital Records, Equipment and Systems**

The City of The Dalles has identified vital records, equipment, and systems that must be available to support performance of essential functions. These are the records, equipment, and systems that will be prioritized for restoration and recovery. Vital Records for each department are identified in the associated departmental appendices in addition to a citywide vital record, data, and server protection protocol contained in Appendix F.

**C. Interoperable Communications**

Communications is a critical component of a successful COOP capability. Communication systems must support connectivity to internal organizations, other agencies, critical customers, and the public. To ensure communications during COOP events, the City of The Dalles has identified primary and alternate modes of communication, and has preventive controls in place for each means of communication. Communication systems, alternate providers and alternate modes of communications are identified in Appendix G.

**D. Resource Management**

Resource management responsibilities include the pre-positioning of vital records and data bases, preferably in an off-site, cloud-based, or protected location; pre-positioning of resources at the alternate site; preparation and maintenance of emergency drive-away kits; arranging for travel of key personnel to the alternate facility as well as the transfer of documents and needed communications, data

processing and other equipment to the alternate site. Such resource management activities are the responsibility of the Advance Teams.

The City of The Dalles has identified the resource requirements necessary to relocate to the alternate facility and to continue operations on Form J *Organizational Go Kit Contents and Maintenance List*, located in the Appendix. This list includes basic communications and operational tools required to initiate essential functions from an alternate site, as well as the responsibilities for providing specific resources and the circumstance under which this responsibility may shift. Unspecified resource requests or procurements shall be handled by the COOP command team or by personnel designated by the City Manager.

#### **E. Employee Support**

If circumstances require, the City of The Dalles recognizes that the well-being of an employees' dependents, domestic companion animals and livestock are of mutual concern to ensure that employees remains available to support alternate facility operations. Employees must coordinate with their daycare providers to determine when it is appropriate to pick up their child. In some cases, the parent may be able to withdraw their child from the facility immediately. In other cases, the parent should plan to pick up the child from a remote evacuation site. Employees must determine a prudent course of action in coordination with daycare providers, and management must take this into consideration.

### **8. COOP MAINTENANCE**

The City of The Dalles has developed a multi-year strategy that provides staff with a regularly scheduled and integrated testing, training and exercise program to ensure that the City's COOP capability remains viable. Testing, training, and exercising is intended to familiarize City staff members with their roles and responsibilities during an emergency, ensure that systems and equipment are maintained in a constant state of readiness, and validate aspects of the COOP.

The City's schedule of tests, training and exercises of COOP capability are reflected in Form K, *Training, Testing and Maintenance*, found in the Appendix.

The City's multi-year strategy and program management plan is recorded in Form L, *COOP Maintenance* and found in the Appendix. The COOP Planning Team is responsible for coordinating testing, training, and maintenance activities.

### **9. COOP PLAN CERTIFICATION**

To ensure that this plan is realistic and adequately provides for emergency performance of all essential functions, this COOP shall be cross-walked against Federal and State planning guidelines. The *COOP Cross-walk*, attached as Appendix I, shall be completed and forwarded to management with the request for promulgation of the plan.

## APPENDIX A: GLOSSARY

*This glossary contains a list of key words, phrases, and acronyms used throughout the COOP and within the COOP community.*

- A. ACTIVATION: When a COOP has been implemented whether in whole or in part.
- B. ADVANCE TEAM: Group of people assigned responsibility for preparing the alternate facility for operations once the activation decision has been made.
- C. AFTER-ACTION REPORT (AAR): A narrative report that presents issues found during an incident and recommendations on how those issues can be resolved.
- D. ALTERNATE FACILITY: An alternate work site that provides the capability to perform minimum essential functions until normal operations can be resumed.
- E. CONTINGENCY STAFF/TEAM: Personnel of a department or jurisdiction who are designated to report to the alternate facility during COOP implementation to ensure that the department or jurisdiction is able to perform its essential functions.
- F. CONTINUITY OF GOVERNMENT (COG): The term COG applies to the measures taken by a state or local government to continue to perform required functions during and after a severe emergency. COG is a coordinated effort within each branch of the government to continue its minimum critical responsibilities in a catastrophic emergency.
- G. CONTINUITY OF OPERATIONS (COOP): An internal effort within individual components (e.g. – executive, legislative, judicial branches) of a government to assure the capability exists to continue critical component functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and/or attack-related emergencies.
- H. COOP EVENT: Any event that causes a department or jurisdiction to activate all or part of its COOP. It may or may not include relocation to alternate sites to assure continuance of essential functions.
- I. COOP RESPONSE AND RECOVERY TEAM: Individuals, identified by position, within a state department or local jurisdiction that are responsible for ensuring that essential functions are performed in an emergency and taking action to facilitate that performance, and to initiate planning necessary for the resumption of non-emergency operations at a primary facility.
- J. CRITICAL CUSTOMERS: Organizations or individuals for which a state department or local jurisdiction performs mission-essential functions.
- K. CRITICAL FUNCTIONS: (also Essential Functions) Those functions, stated or

implied, that state departments and local jurisdictions are required to be performed by statute, regulation or executive order or are otherwise necessary to provide vital services, exercise civil authority, maintain the safety and well-being of the general populace, and sustain the industrial and economical base in an emergency.

- L. **CRITICAL OPERATIONS:** Those operations, stated or implied, that are required to be performed by statute or executive order or are otherwise deemed necessary.
- M. **CRITICAL COOP PERSONNEL:** Staff of a department or jurisdiction that are needed for the performance of the organization's essential functions.
- N. **DELEGATED AUTHORITY:** An official mandate calling on an individual holding a specific position to assume responsibilities and authorities not normally associated with that position when specified conditions are met.
- O. **DEVOLUTION:** The capability to transfer statutory authority and responsibility for essential functions from one department's primary staff to another and sustain that operational capability for an extended period of time.
- P. **DRIVE-AWAY KIT:** An easily transported set of materials, technology and vital records that shall be required to establish and maintain minimum critical operations. Also referred to as a go-kit or fly-away kit.
- Q. **EMERGENCY:** A sudden, usually unexpected event that does or could do harm to people, resources, property, or the environment. Emergencies can range from localized events that affect a single office in a building, to human, natural or technological events that damage, or threaten to damage, local operations. An emergency could cause the temporary evacuation of personnel or the permanent displacement of personnel and equipment from the site to a new operating location environment.
- R. **EMERGENCY OPERATIONS RECORDS:** Records that support the execution of the organization's essential functions.
- S. **INCIDENT ACTION PLAN (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.
- T. **INCIDENT COMMAND SYSTEM (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is a combination of facilities, equipment, personnel, procedures, and communications operating with a common organizational structure, designed to aid



in the management of resources during incidents.

- U. INCIDENT COMMANDER (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and releasing of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident management operations.
- V. INTEROPERABLE COMMUNICATIONS: Alternate communications that provides the capability to perform minimum essential functions, in conjunction with other agencies, until normal operations can be resumed.
- W. LEGAL AND FINANCIAL RECORDS: Records that are needed to protect the legal and financial rights of government and of the people affected by its actions.
- X. LOGISTICS SECTION: The section responsible for providing facilities, services and material support of an incident.
- Y. MANAGEMENT PLAN: An operational guide that ensures the implementation, maintenance and continued viability of the COOP.
- Z. MISSION CRITICAL FUNCTIONS: See Critical Functions.
- ZZ. MOU/MOA: Memorandum of understanding/Memorandum of agreement.
- AA. MITIGATION: Any sustained action taken to reduce or eliminate the long-term risk to life and property from a hazard event.
- BB. NATIONAL INCIDENT MANAGEMENT SYSTEM: A system mandated by Homeland Security Presidential Directive #5 (HSPD-5) that provides for a consistent national approach for Federal, state, local and tribal governments; the private-sector, and non-governmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause size or complexity.
- CC. NON-CRITICAL PERSONNEL: Staff of a department or jurisdiction who are not required for the performance of an organization's mission essential functions.
- DD. OPERATIONS SECTION: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions and groups.
- EE. ORDERS OF SUCCESSIONS: Provisions for the assumption of senior department and jurisdictional offices and other positions held by critical COOP personnel when the original holder of those responsibilities and/or authorities is unable or unavailable to execute their duties.

- FF. PLAN MAINTENANCE: Steps taken to ensure the plan is reviewed annually and updated whenever major changes occur.
- GG. PLANNING SECTION: Responsible for the collection, evaluation and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to an incident.
- HH. PRIMARY FACILITY: The site of normal, day-to-day operations; the location where the employee usually goes to work.
- II. RECONSTITUTION: The resumption of non-emergency operations at a primary facility following emergency operations at an alternate facility or remotely.
- JJ. SITUATION REPORT (SITREP): A written, formatted report that provides a picture of the response activities during a designated reporting period.
- KK. VITAL RECORDS: Electronic and hardcopy documents, references and records needed to support essential functions during a COOP event, to recover full operations following an emergency, and to protect the legal rights and interests of citizens and government. The two basis categories of vital records are emergency operating records (e.g. plans and directives, orders of succession, delegations of authorities and staffing assignments) and rights and interests records.
- LL. VITAL EQUIPMENT AND SYSTEMS: Equipment and systems that are needed to support essential functions during a COOP event.
- MM. VITAL EQUIPMENT AND SYSTEMS: Equipment and systems that are needed to support essential functions during a COOP event.

**APPENDIX B: COOP Team Rosters**  
(Update As Needed)

<b>COMMAND TEAM</b>					
Name	Title/Position	Office Phone #	Alternate Phone	Email	Alternate Email
Matthew Klebes	City Manager	(541) 296-5481 ext. 1118	Cell (603) 667-0279	<a href="mailto:MKlebes@ci.the-dalles.or.us">MKlebes@ci.the-dalles.or.us</a>	
Jonathan Kara	City Attorney	(541) 371-5585	Cell (925) 876-9025	<a href="mailto:Jkara@campbellphillipslaw.com">Jkara@campbellphillipslaw.com</a>	<a href="mailto:JKara@ci.the-dalles.or.us">JKara@ci.the-dalles.or.us</a>
Izetta Grossman	City Clerk	(541) 296-5481 ext. 1119	Cell (541) 993-7995	<a href="mailto:IGrossman@ci.the-dalles.or.us">IGrossman@ci.the-dalles.or.us</a>	
Dave Anderson	Public Works Director	(541) 506-2008	Cell (541) 980-1446	<a href="mailto:DAnderson@ci.the-dalles.or.us">DAnderson@ci.the-dalles.or.us</a>	<a href="mailto:Danderson13@hughes.net">Danderson13@hughes.net</a> ; <a href="mailto:davea699@gmail.com">davea699@gmail.com</a>
Tom M. Worthy	Chief of Police	(541) 298-2613	Cell(503) 983-0776	<a href="mailto:TWorthy@ci.the-dalles.or.us">TWorthy@ci.the-dalles.or.us</a>	
Angie Wilson	Finance Director	(541) 296-5481 ext. 1113	Cell (541) 993-2518	<a href="mailto:AWilson@ci.the-dalles.or.us">AWilson@ci.the-dalles.or.us</a>	
Alice Cannon	Community Development Director	(541) 296-5481 ext. 1151	Cell (503) 680-2515	<a href="mailto:ACannon@ci.the-dalles.or.us">ACannon@ci.the-dalles.or.us</a>	
Eric Hansen	Asst. Public Works Dir.	(541) 296-5481 ext. 2407		<a href="mailto:EHansen@ci.the-dalles.or.us">EHansen@ci.the-dalles.or.us</a>	
Patty Salmon	IT Manager	(541) 296-5481 ext. 1172	Cell (541) 490-8740	<a href="mailto:PSalmon@ci.the-dalles.or.us">PSalmon@ci.the-dalles.or.us</a>	

<b>PLANNING TEAM</b>				
Name	Title/Position	Office Phone #	Alternate Phone	Email
Jill Hoyenga	Regulatory Compliance Manager	(541) 296-5481 ext. 2005	Cell (541) 543-5774	<a href="mailto:JHoyenga@ci.the-dalles.or.us">JHoyenga@ci.the-dalles.or.us</a>
Daniel Hunter	Human Resources Director	(541) 296-5481 ext. 4448	Cell (406) 465-7449	<a href="mailto:DHunter@ci.the-dalles.or.us">DHunter@ci.the-dalles.or.us</a>
<b>CITY HALL ADVANCE TEAM</b>				
Name	Title/Position	Office Phone #	Alternate Phone	Email
Izetta Grossman	City Clerk	541-296-5481 ext. 1119	541-993-7995	<a href="mailto:IGrossman@ci.the-dalles.or.us">IGrossman@ci.the-dalles.or.us</a>
Daniel Hunter	Human Resources Director	541-296-5481 ext. 4448	Cell (406) 465-7449	<a href="mailto:DHunter@ci.the-dalles.or.us">DHunter@ci.the-dalles.or.us</a>
<b>PUBLIC WORKS ADVANCE TEAM</b>				
Name	Title/Position	Office Phone #	Alternate Phone	Email
Dave Anderson	Public Works Director	(541) 506-2008	Cell (541) 980-1446	<a href="mailto:Danderson@ci.the-dalles.or.us">Danderson@ci.the-dalles.or.us</a>
Eric Hansen	Asst. Public Works Director	(541) 370-2407	Cell (360) 609-5320	<a href="mailto:EHansen@ci.the-dalles.or.us">EHansen@ci.the-dalles.or.us</a>
Dale McCabe	City Engineer	(541) 506-2021	Cell (541) 980-9635	<a href="mailto:Dmccabe@ci.the-dalles.or.us">Dmccabe@ci.the-dalles.or.us</a>
Jill Hoyenga	Regulatory Compliance Manager	(541) 506-2005	Cell (541) 543-5774	<a href="mailto:Jhoyenga@ci.the-dalles.or.us">Jhoyenga@ci.the-dalles.or.us</a>
<b>POLICE STATION ADVANCE TEAM</b>				
Name	Title/Position	Office Phone #	Alternate Phone	Email
Tom M. Worthy	Chief	(541) 296-2613 ext. 4400	503-983-0776	<a href="mailto:TWorthy@ci.the-dalles.or.us">TWorthy@ci.the-dalles.or.us</a>

Jamie Carrico	Captain	(541) 296-2613 ext. 4401	541-965-2946	<a href="mailto:JCarrico@ci.the-dalles.or.us">JCarrico@ci.the-dalles.or.us</a>
Eric MacNab	Administrative Sergeant	(541) 296-2613 Ext. 4412	541-374-8149	<a href="mailto:EMacNab@ci.the-dalles.or.us">EMacNab@ci.the-dalles.or.us</a>
Austin Ell	Detective Sergeant	(541)296-2613 Ext. 4411	509-261-1277	<a href="mailto:AEll@ci.the-dalles.or.us">AEll@ci.the-dalles.or.us</a>

**APPENDIX C: COOP Command Team Checklist**

<b>Activity</b>	<b>Completed By</b>	<b>Time of Completion</b>
Notify City Manager of triggering event or potential for triggering event	First Supervisor having knowledge of the event	As soon as possible
If possible, notify department managers of impending triggering events, expected activations of EOP and COOP, and anticipated relocation requirements.	City Manager	As soon as possible
Initiate Advanced Notice Facilities, Equipment, and Resources Protection Protocol	Department Managers	As soon as possible, if possible
Evacuate facilities and account for safety of employees	Department Managers	As soon as possible, if necessary
Activate EOP and respond accordingly to emergency	City Manager	As soon as possible, if necessary
Assess status of facilities, equipment, and personnel necessary to execute essential functions	Department Managers	As soon as possible
Secure facilities if abandoning them, obtain generators other needs if staying	City Clerk/Police Chief/Public Works Director/Wicks Manager	As soon as possible
Officially activate COOP	City Manager	As soon as possible
Notify affected local, regional, and state agencies of activation of EOP and COOP.	City Manager	As soon as possible
Brief insurance provider on the triggering event and potential for casualty claims	Human Resources Director	As soon as possible

Convene Command Team	City Manager	Within 1 hour of COOP Activation
Determine whether relocation to alternate facilities is necessary.	Command Team	During initial Command Team meeting
Instruct advance teams to ready alternate facilities.	Command Team	During initial Command Team meeting, if necessary
Determine priorities for restoring essential functions	Command Team	During initial Command Team meeting
Determine allocation of resources and employees	Command Team	During initial Command Team meeting
Brief City employees and contractors regarding activation of COOP and their roles.	Department Managers	After initial Command Team meeting
Relocate available equipment and resources to alternate facilities.	Advance Teams	At direction of Command Team
Identify resource/space/other needs	Advance Teams	As needed
Order needed equipment/supplies/space.	Command Team	As needed
Update insurance provider on response to triggering event to ensure preservation of coverage	Human Resources Director	After initial Command Team meeting
Secure original facility.	All necessary City employees	After move to alternate facilities
Resume Tier 1 essential functions	All necessary City employees	Within 6 hours of COOP Activation
Reassess alternate and primary facilities, personnel, equipment, and resource needs.	Advance Teams	Every 6 hours following COOP Activation
Resume Tier 2 essential functions.	All necessary City employees	Within 24 hours of COOP Activation
Reassess alternate facilities, personnel, equipment, and resource needs.	Advance Teams	Every 6 hours following COOP Activation

Provide guidance to personnel and information to the public.	City Hall Advance Team	Every 6-24 hours following COOP Activation
Hold City Council meetings as necessary	City Clerk	As needed
Commence full execution of operations supporting essential functions.	All necessary City employees	Within 1 Week of COOP Activation
Inform all personnel that the threat no longer exists.	City Manager	When conditions dictate
Evaluate readiness of primary facilities	Advance Teams	Once each day after COOP activation
Prepare primary facilities for return of essential functions	Advance Teams	At direction of Command Team
Initiate transition to normal operating facility.	Advance Teams	At direction of Command Team
Return to normal operating conditions	All City employees	At direction of Command Team
Conduct a review of COOP execution and effectiveness.	Command Team	Within 30 days of return to normal operations
Prepare report for presentation to City Council	Command Team	Within 90 days of return to normal operations
Update COOP to correct deficiencies and/or incorporate best practices	Planning Team	As needed

**APPENDIX D: City Wide Prioritized Listing of Essential Functions**

Tier	Area of Responsibility	Function	Consequences of Failure
Tier 1: 0-6 Hours	<b>Tier 1 functions</b> are the department’s essential functions that must reach operational status no later than <b>6 hours</b> after COOP Activation		
1.1			
1.2			
1.3			
1.4			
1.5			
Tier 2: 6 Hours to One Day	<b>Tier 2 functions</b> are those that must reach operational status within <b>6 hours to one day</b> and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions		
2.1			
2.2			
2.3			
2.4			
2.5			
Tier 3: One Day to One Week	<b>Tier 3 functions</b> are important business functions that are nonetheless not needed until a <b>full day following a disruption</b> of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions		
3.1			
3.2			
3.3			
3.4			
3.5			
Tier 4: One Week to One Month	<b>Tier 4 functions</b> represent those functions that <b>MAY</b> be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within <b>one week</b> .		
4.1			
4.2			
4.3			
4.4			
4.5			
Tier 5: 30+ Days	<b>Tier 5 functions</b> are those that can reasonably be suspended for <b>30 or more days</b> , and may not be required to be performed for the duration of the emergency		
5.1			
5.2			
5.3			
5.4			
5.5			



**BLANK FOR RESOLUTION**

**BLANK FOR RESOLUTION**

**BLANK FOR PROMULGATION**

**APPENDIX E: Order of Succession**

**FORM E: Orders of Succession**

List orders of succession to key positions critical to the agency's COOP. Based on previous experience, whenever possible, agencies may choose to investigate options that enable key successors to be geographically dispersed to ensure that succession to office can occur during any type of emergency. Remember orders of succession should run at least **THREE DEEP**. In the event of differing order, this order supercedes.

Key Executive	1st Successor Name/Position	2nd Successor Name/Position	3rd Successor Name/Position
Matthew Klebes	Jonathan Kara	Dave Anderson	Tom Worthy
Daniel Hunter	Izetta Grossman	Janet Bloom	
Izetta Grossman			
Dave Anderson	Eric Hansen	Dale McCabe	Jill Hoyenga
Tom M. Worthy	Jamie Carrico	Austin Ell	Eric MacNab
Angie Wilson	Lisa Rowland		
Alice Cannon	Dawn Hert	Josh Chandler	Kaitlyn Cook
Jeff Wavrunek	Maggie Pando	Rita Squires	Robert Shonbrun

## **APPENDIX F: Vital Records Backup and IT Recovery Plan**

The City's ability to continue business activities under adverse circumstances largely hinges on its ability to access its vital records and utilize operable hardware, software, and infrastructure. Most City hardware is serviced by our IT staff and most of our infrastructure, including our servers and the QLIFE fiber network access point, is located on site in the basement of City Hall. This current centralized arrangement presents significant disaster recovery concerns as loss of City Hall, or even limited flooding of the basement, would largely disable the City's computing capacity. Accordingly, the City has established the following four point plan to increase our resilience to a disaster and is constantly investigating other ways to further protect our vital records and IT infrastructure. In pursuing this plan, the City shall balance the expense of the resiliency measure against the likelihood of risk.

### **1. Augment our redundancies and expand our remote access capacities**

Redundancies refer to the storage of data in multiple locations to avoid loss and remote access refers to the ability to connect to the City's servers and other infrastructure from an off-site location. As it stands now, the City has limited redundancies and remote access capacities. The Finance Department is the only department that has moved their files to a remote server. This augments the department's redundancies, but increases their vulnerability to loss of Qlife internet service. As budget funds allow, the City will continue to work with Qlife to make their internet connectivity more resilient, to expand its redundancies for data currently stored on-site, and to expand remote access capacities.

### **2. Identify alternative IT managers**

Currently, the City has two IT staff members. This can create problems if IT staff are unable to respond in an emergency. To serve as backup, the City has an informal arrangement with the County to supply emergency IT services. The City's IT manager will continue to formalize these arrangements and familiarize County IT staff with the City's system to facilitate a seamless transition in the event County IT staff is engaged to handle the City's IT needs.

### **3. Develop individualized system recovery disks for use in alternate computer systems**

Until the City becomes fully virtualized, it will remain necessary to develop and maintain individual system recovery disks that are pre-loaded with the software applications necessary for specific employees to complete their essential functions. To accomplish this objective, departments have listed the software programs they would require on a system recovery disk in the "Resource Needs" section of the department specific appendices.

#### **4. Establish alternative means to access high speed internet**

The City's servers and computers require internet connectivity, which the City receives from the QLife fiber network. Our connection to QLife fiber and the QLife servers are also located in the basement of City Hall. Accordingly, a disaster in the City Hall basement would cut off internet connectivity for both the City and QLife's other customers. IT staff will work with QLife contractors to identify or establish alternative nodes to access and operate the QLife network.

**APPENDIX F: Vital Records Backup and IT Recovery Plan**

**FORM F: Vital Records**

List only those records that are necessary for the continued operation of essential/critical processes or services. Records can be electronic or paper form. Do not include records that may be useful but are not critical to performing the service.

Essential Function: 1

Critical Service or Process	Vital Records	Description	Form of Record
Library loans of material	Sage System records	Circulation, cataloging, and patron records	Electronic
Geographic data for Public Works and Community	ARC-GIS	Utility locations, building and zoning data	Electronic
Utility control and monitoring	SCADA	System used to control and monitor City utilities	Electronic
Financial Management, Payroll and Billing	Caselle	Financial records including accounts payable, accounts receivable and payroll	Electronic

**APPENDIX G: Alternative Modes of Communication Plan**

If City emails and phones go down during a triggering event, Staff will utilize the alternative phones and emails collected as part of this planning process.

**FORM G: Alternate Modes of Communication**

Identify current and alternative providers, and/or alternate modes of communication. Communication systems already in place can be named as alternative modes for other modes of communication. For example, radios could be alternative mode of communication for voice lines.

Communication Mode	Current Provider	Alternate Provider	Alternative Mode #1	Alternative Mode #2
Internet	Sawtooth Tech.	GorgeNet	Cell Phone	
Public wi-fi	Qnect.net	GorgeNet		
Phone	GorgeNet	AT&T	Cell Phone	Licensed 2-way radio
Misc. Phones (energy management, fire alarm, and elevator)	Century Link			



**APPENDIX H: Training, Testing and Maintenance**

This log captures any COOP related trainings, testing, revisions, or other changes.

Activity	Dates	Comments

## APPENDIX I: COOP - Plan Cross-walk

Use this Cross-walk to periodically evaluate the sufficiency of the COOP.

Criteria	YES	NO	N/A	Comments
<b>PURPOSE</b>				
Plan includes statement why COOP is important to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>SCOPE</b>				
Provides for capability to perform essential functions within 12 hours for up to 30 days	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for three-scenario approach to COOP planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Addresses the three phases of COOP: Activation & relocation; alternate facility operation; return to normal operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>OBJECTIVES</b>				
Defines specific objectives to direct & guide appropriate continuity actions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>SITUATION and ASSUMPTIONS</b>				
COOP specifically states planning assumptions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>HAZARD VULNERABILITY ANALYSIS</b>				
Plan includes a documented Hazard Vulnerability analysis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>CONCEPT OF OPERATIONS</b>				
Plan includes a concept of operations that provides an overview of how plan will be implemented	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents the use of <u>systematic</u> work task, functions & operations in development of essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents the <u>prioritization</u> of work task, functions & operations in development of essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents the <u>consequences of lack of performance and time criticality</u> to perform work tasks, functions & operations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents resource requirements & provides for pre-positioned resources necessary to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Encourages personal preparedness for essential and non-essential staff and their families	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Criteria</b>	<b>YES</b>	<b>NO</b>	<b>N/A</b>	<b>Comments</b>
Plan includes a roster of fully equipped & trained personnel to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Contains procedures to contact and/or provide information to non-essential staff	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for personnel accountability of essential and non-essential staff throughout the duration of the emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for continued support of telecommunication and information technology requirements	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents selection of an alternate site that satisfies identified requirements to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Documents that a site vulnerability analysis was conducted on the alternate facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for security and access control of primary and alternate facility throughout the emergency	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for specific actions to transfer operations back to primary facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>IMPLEMENTATION</b>				
Provides for an executive decision process to determine activation of COOP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for the development of an incident action plan based on the nature of the incident and assessment of the facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan utilizes Incident Command System (ICS) processes and procedures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ACTIVATION AND RELOCATION</b>				
Plan provides specific criteria & activation checklists to decide whether to activate the plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan provides alert & notification procedures for key staff, contingency teams, non-essential personnel & critical customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides transportation procedures to address transfer of personnel, records & equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Criteria	YES	NO	N/A	Comments
Plan provides for minimum standards of communication & direction/control during activation of alternate site	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for complete site-support procedures (staff, records & equipment) for activating alternate facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides specific procedures for execution of essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Assigns responsibilities for key staff to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>TERMINATION/RETURN TO NORMAL OPERATIONS</b>				
Provides for immediate preparations to transfer back to primary facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Contains termination procedures to ensure transfer of functions, vital records & databases to primary facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for the creation of an after-action report to identify and correct deficiencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>VITAL RECORDS AND DATA SYSTEMS</b>				
Documents the identification of vital records and data systems necessary to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for the protection of vital records and data systems at the primary facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for the availability/recovery of vital records and data systems at the alternate facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>INTEROPERABLE COMMUNICATIONS</b>				
Provides for the identification, protection availability & redundancy of critical communications systems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for the reestablishment of communications to staff, appropriate agencies and customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Criteria	YES	NO	N/A	Comments
<b>CONTINUITY OF GOVERNMENT</b>				
Plan provides for the pre-delegation of authority for making policy determinations & decisions at all organizational levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Defines limitations, accountability & termination of authorities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Establishes and maintains orders of succession for all key positions to ensure ability to perform essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Delineates order of succession by position or title, not names	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ORGANIZATION AND RESPONSIBILITIES</b>				
Identifies responsibilities of individuals, teams and organizations involved in the COOP	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Plan identifies emergency coordinating officer/response team chief for each continuity team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>ADMINISTRATION AND LOGISTICS</b>				
Plan addresses pay status, leave, travel status & related personnel support issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>MEMORANDUMS OF UNDERSTANDING AND/OR AGREEMENT</b>				
Documents the establishment of written agreements with other agencies/jurisdictions to obtain facilities and resources	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>AUTHORITIES AND REFERENCES</b>				
Documents basic authorities for actions & delegations outlined in plan	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>TRAINING AND EXERCISES</b>				
Requires individual/team training of COOP staff to implement plan and carry out essential functions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Provides for routine testing & exercises of various types and scopes to demonstrate viability & improve capability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>PLAN MAINTENANCE</b>				
Provides for periodic update/revision of plan based on training/exercise program and changes to the organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

## **APPENDIX J: Pandemic Plan**

### **Pandemic Plan Table of Contents**

#### **EXECUTIVE SUMMARY**

#### **1 TRANSMISSION OF DISEASE**

#### **2 PANDEMIC (INFLUENZA)**

- 2.1 Pandemic Assumptions
- 2.2 Potential Impacts
- 2.3 Information Sources for Current Status
- 2.4 The Pandemic Risk Assessment

#### **3 ORGANIZATION CONSIDERATIONS**

- 3.1 Implications for the City

#### **4 PANDEMIC STRATEGIES**

- 4.1 Short-Term Strategy
- 4.2 Long-Term Strategy
- 4.3 Post-Event Recovery
- 4.4 Mission Essential Functions
- 4.5 Workforce Planning
- 4.6 Pandemic Action Items

#### **5 PANDEMIC PLANNING RESPONSIBILITIES**

- 5.1 State, Local, Private Sector Relationships
- 5.2 Legal Preparedness
- 5.3 Communications
- 5.4 Human Resources Issues
- 5.5 Employee Education and Safety
- 5.6 Facility Maintenance
- 5.7 Technology Preparedness

#### **6 PANDEMIC TEAM**

- City Manager
- City Attorney
- Police Chief
- Public Works Director
- Finance Director
- Safety Officer

#### **7 PLAN MAINTENANCE AND TESTING**

- Planning Team
- Safety Officer

## **EXECUTIVE SUMMARY**

Epidemics, which are disease outbreaks that occur within a short period of time and in a defined region, have the potential to significantly affect an organization's operations and the health and safety of personnel and the general public. This Epidemic/Pandemic Plan has been created to identify key information that City staff should know when confronted with an epidemic. It also describes how the City may be affected, and what measures can be taken to mitigate those effects. In addition to education, this annex provides guidance on preparing and developing a course of action should an outbreak occur.

Short-term and long-term strategies for maintaining functions during an epidemic, when absenteeism among employees could be as high as 50 percent, will require enhanced continuity of operations plans that include extensive workforce planning to perform mission-essential functions with reduced staff levels. Seven planning elements are provided in Chapter 6 to assist the City in accomplishing its short-term and long-term strategies, which will require continuous monitoring of recent developments as well as flexibility in implementation and response.

Unlike other disasters in which the period of disruption may last from weeks to months, an epidemic has the potential to disrupt operations from months to several years. The public health response to an epidemic will directly affect the City's personnel and will require strong relationships with other partners, the cooperation of the public, and the leadership of the City of The Dalles.

### **1. Transmission of Disease**

From time to time, a pathogen for which the population has little or no immunity evolves or is introduced. If that pathogen is highly communicable or easily transmitted from person to person, and virulent, causing severe illness or death in a significant percentage of persons, a pandemic can infect millions of people and potentially causing destabilizing social disruption.

Communicable diseases can be transmitted to humans in several ways however the ones that carry the potential to affect the City and its personnel are listed below:

- Droplet transmission occurs when the pathogen is suspended in aerosolized droplets or mist expelled when an infected person coughs or sneezes. These tiny droplets can travel 3 to 6 feet and be inhaled by other persons, or can deposit themselves on mucous membranes around the eyes or mouth of uninfected persons.
- Airborne transmission occurs when a pathogen is suspended in the air in inhalable-sized particles that remain infectious and are subsequently inhaled through the nose or mouth. Such pathogens can also be transmitted by droplet transmission or contact transmission.

- Contact transmission occurs when an infected person has physical contact (e.g., shakes hands) with an uninfected person.
- Infectious respiratory droplets can be deposited on objects that other persons would likely touch with their hands (e.g., arms of chairs, door handles, documents, exhibits, restroom fixtures, desks, countertops, stair rails, elevator buttons, money, documents, receipts). When uninfected persons touch the contaminated surfaces or items and then rub their nose, mouth, or eyes, transmission may occur.

## **2. Pandemic Influenza**

A pandemic of primary concern is influenza, also known as the flu. It is a disease that attacks the respiratory tract in humans and differs from a viral "cold" in that it usually comes on suddenly and includes fever, headache, tiredness, dry cough, sore throat, nasal congestion, and body aches. To better communicate the City's pandemic plan, this section places the plan in the context of pandemic influenza.

### **2.1 Pandemic Assumptions**

The U.S. Department of Health and Human Services has created plans based on the following assumptions about pandemic disease:

- Susceptibility to the pandemic influenza will be universal.
- The clinical disease attack rate will be 30 percent in the overall population. Illness rates will be highest among school-aged children (about 40 percent) and the elderly. Among working adults, an average of 20 percent could become ill during a community outbreak.
- Risk groups for severe and fatal infections cannot be predicted with certainty. During annual fall and winter influenza season, infants and the elderly, persons with chronic illness, and pregnant women are usually at higher risk of complications from influenza infections.
- The typical incubation period for influenza averages two to three days. It is assumed this would be the same for a novel strain transmitted between people by respiratory secretions.
- Persons who become ill may shed virus and can transmit infection for one-half to one day before the onset of illness. Viral shedding and the risk for transmission will be greatest during the first two days of illness. Children will shed the greatest amount of virus, therefore are likely to pose the greatest risk for transmission.



- In an affected community, an outbreak will typically last about 6 to 8 weeks. At least two pandemic disease waves are likely. Following the pandemic, the new viral subtype is likely to continue circulating and contribute to seasonal influenza.
- The seasonality of a pandemic cannot be predicted with certainty. The largest waves in the United States during 20th-century pandemics occurred in fall and winter.

## 2.2 Potential Impacts

The impact of an actual pandemic cannot be accurately predicted, as it depends on multiple factors, including virulence of the virus, rate of transmission, availability of vaccines and antivirals, and effectiveness of containment measures.

An influenza pandemic could last from months to several years, with at least two peak waves of activity. According to the U.S. Department of Health and Human Services, the characteristics of an influenza pandemic that must be considered in strategic planning include the following:

- The fact that people may be asymptomatic while infectious.
- Simultaneous or near-simultaneous outbreaks in neighboring communities thereby limiting the ability of any jurisdiction to provide support, assistance, and mutual aid.
- Enormous demands on the health-care system.
- Delays and shortages in the availability of vaccines and antiviral drugs.
- Potential disruption of national and community infrastructure, including transportation, commerce, utilities, and public safety, due to widespread illness and death among workers and their families, as well as concern about ongoing exposure to the virus.
- Absenteeism across multiple sectors related to personal and family illness, fear of contagion, or public health measures to limit contact with others could all threaten the functioning of critical infrastructure, the movement of goods and services, and operation of organizations.

## 2.3 Information Sources for Current Status

**WHO** - The World Health Organization (WHO) describes six phases of increasing public health risk associated with the emergence of a new influenza virus that could pose a pandemic threat. Each phase recommends actions for national authorities and outlines measures to be implemented by the WHO, allowing for greater predictability of actions to be taken during the various phases of a pandemic. For information about pandemics, the WHO phases, and the current worldwide status, please review the WHO website - <http://www.who.int>.

**CDC** - The Center for Disease Control and Prevention is the lead Federal government agency for pandemic planning. Up-to-date information about national planning as well as vaccines and antivirals can be found on the CDC website - <http://www.cdc.gov>.

### **3 Organizational Considerations**

Although the circumstances described above paint a dark picture, the City, to the best of its ability, must strive to continue its functions and to provide services to its populations.

#### **3.1 Implications for the City**

A challenge for the City will be to assist appropriate public health officials in protecting an organization's personnel and the public from transmission within the City's facilities. However, given the large numbers of individuals who enter the City's facilities each day, those facilities - like all other public facilities in which large numbers of persons interact and congregate - could themselves become a spreading center for the disease. This raises a number of considerations for the City, including:

- Significant numbers of persons who are necessary to the City's essential functions (e.g., organization staff, security personnel, IT staff, etc.) may be unavailable because of illness or death, possibly reaching from 30 to 50 percent of the workforce;
- Face-to-face contact between the City's administrators and staff necessary for performing mission-essential functions may be dramatically limited or unavailable; and
- Facilities, infrastructure, utilities, and services may all be affected by a lack of adequate staffing caused by isolation, quarantine, illness, or death of those persons necessary for maintaining operations.
- Depending on the severity of the epidemic, the City's administration may come under pressure as the disease causes attrition among employees, security personnel, IT, and maintenance personnel. An additional concern is the possibility that, during an outbreak, law enforcement officers and security personnel may be reassigned to other critical law enforcement duties, thus resulting in a shortage of officers available to serve the City. In addition, state or local public health officers could close a City facility, or could quarantine or isolate City personnel.

### **4 Pandemic Strategies**

Unlike other emergency situations, an influenza epidemic could seriously disrupt an organization's operations for an extended period, lasting approximately four months to several

years. Therefore, both short-term and long-term strategies are necessary to manage the potential extent and duration of the impact.

Given the unique challenges posed by an epidemic, the information and strategies discussed below are not exclusive, but rather are designed to enhance the City's current emergency protocol.

#### **4.1 Short -Term Strategy**

In the first 90 days of COOP activation, each department should have the capacity to perform all mission-essential functions as defined in the City's COOP.

The City's essential functions may need to be performed with limited staff, and when little to no face-to face contact is possible for an extended period. It is likely that the City and its staff will be significantly affected by illness or even death.

As soon as possible, the City should transition to full operations. If full operations cannot be initiated within 90 days of COOP activation, the City will implement the long-term strategies described below.

Some strategies that have shown effectiveness in limiting the spread of contagions are social distancing, limited operations, splitting shifts/work crews, virtual meetings, remote work and closing facilities to the public. These should be implemented as soon as is practical in the event of a pandemic.

#### **4.2 Long-Term Strategy**

Within 90 days of COOP activation, departments should have the capacity to perform all mission-essential functions when little to no face-to-face contact is possible for an extended period. When developing its specific response to an epidemic, the City will consider these issues:

- Operations may be significantly impacted for months to several years.
- All City staff should be prepared to cooperate with appropriate public health personnel on response and recovery efforts. Because state and federal resources may be stressed during an epidemic, organizations should be prepared to operate with only minimal support from state and federal agencies.
- Each department should ensure that it has the capacity to perform its mission-essential functions, for the first 90 days of COOP activation.
- If full operations cannot be restored within 90 days, the City will seek further assistance from local, state, and federal governmental partners.

### **4.3 Post -Event Recovery**

Recovery from an epidemic begins when the Command Team determines that it has adequate staff and resources to resume normal business functions. Once normal operations resume, the impact of the epidemic on organization's operations, staff, and other stakeholders should be assessed and an after action evaluation of the organization's response should be drafted. Such an evaluation can assist the Planning Team in updating the COOP as well as other emergency response plans, as appropriate.

### **4.4 Mission-Essentials Functions**

The City of The Dalles' COOP has already identified its own detailed list of mission-essential functions. With the unique impact that a pandemic presents, the City is continuing to further identify those key processes and identify those specific functions that pose significant risk for infection (e.g., extensive public interaction, cash management).

All of the essential functions for the City of The Dalles and prioritized in Appendix (D).

### **4.5 Workforce Planning**

Because a pandemic may not spread evenly through the employee population, the City of The Dalles is working to create a skills inventory for those positions that are essential to continuing their mission-critical functions. The City of The Dalles is considering cross-training and skill development for employees who can assume responsibility for carrying out those functions, which may lie beyond their normal scope of responsibility. With this strategy, should key personnel fall ill, it is perceived critical functions would then continue with minimal impact to operations. Employees should also be informed that they may be asked to exercise authority or perform duties outside their typical job responsibilities.

While developing this skills inventory, the City of The Dalles is paying particular attention to those positions for which cross-training is not feasible, such as those that require specialized training or qualifications. The City of The Dalles is considering contingency plans should the personnel in those positions be unavailable. This includes identifying, in advance, possible sources for temporary replacement personnel.

Aspects of workforce planning are detailed in the City of The Dalles COOP. Please refer to Appendix B for COOP Teams and Responsibilities, Appendix D for Orders of Succession, And the departmental appendices for essential function specific orders of succession.

### **4.6 Pandemic Action Items**

The City of The Dalles has identified a set of action items that must be performed before, during and after a pandemic event. This list is constantly maintained as part of the overall COOP. The following list details these pandemic action items.

## **5 Pandemic Planning Responsibilities**

Effective advance planning by the City of The Dalles is essential for the ability to respond quickly to the outbreak of a pandemic. Below are planning elements that are being addressed by the City of The Dalles. The individuals responsible for these roles and responsibilities constitute the Pandemic Team which will coordinate and overlap with the organization's COOP teams.

The HHS Pandemic Influenza Plan advises that the first step in planning should be establishing a coordinating committee to oversee pandemic preparedness planning and ensure integration with other emergency planning efforts. This Pandemic Team includes a cross-section of employees, rather than executive leadership exclusively. In the event that some or all of the executive team falls ill, the Pandemic Team can still function, providing critical leadership and real-time decision making.

In addition to a cross-section of employees, including those responsible for employee health and safety, the City of The Dalles is working to include other partners, as a way of alerting them to organization's plan and soliciting their input. Assuming the organization remain operational, it is essential that key partners be fully aware of the organization's efforts to ensure that all parties work together in accomplishing the organization's mission-critical functions.

It is recommended that the following roles and responsibilities are filled by the appropriate staff members.

### **5.1 State, Local, Private Sector Relationships**

- Establish contact with local public health officials for coordination with local pandemic planning efforts.
- Ensure that the organization is aware of and possibly involved in current local preparedness and planning efforts.
- Ensure that the organization is kept informed of current local conditions and response efforts concerning a pandemic event.
- Develop mutual aid programs with neighboring organizations at the city, county, state, and/or private sector level.

### **5.2 Legal Preparedness**

- Ensure that the organization's leadership is aware of any existing laws, ordinances, and/or authorities of health officials.

### **5.3 Communications**

- Review the City's internal and external communications plans to ensure that it is prepared to successfully communicate with leadership, personnel, and the general public under pandemic circumstances.
- Communicate regularly with employees regarding current status and expectations.
- Communicate regularly with any operational partners that factor into the organization's mission-essential operations for the distribution of event information and current status.
- Develop multiple channels and methods for disseminating information.
- Develop a Public Information Officer (PIO) capability for disseminating information to the public in an official manner.
- Communicate with Emergency Management regarding any incidents or developments related to pandemics.

### **5.4 Human Resource Issues**

- Review the organization's policies and guidance regarding Injury/Illness as it might pertain to pandemics.
- Review Sick leave policies and train staff regarding appropriate sections and changes.
- Review organization's insurance policies, including health, disability, salary continuance, business travel, and life insurance.
- Review current travel policies and consider modifications related to pandemic issues.
- Develop a policy for vaccines and antiviral for staff including priorities and distribution methods.
- Develop crisis support or employee assistance programs
- Develop plans for alternate work schedules where applicable.
- Develop policies for social distancing.
- Determine the effects of union contracts on emergency Human Resource policy development.

## **5.5 Employee Education and Safety**

- Assure staff that their health, safety, and well-being are a top priority during a pandemic.
- Develop an employee education and safety program and ensure that training is available to all appropriate staff.
- Instruct staff about Human Resource policies related to the pandemic or similar illnesses.
- Instruct staff about proper health and hygiene habits for minimize transmission including covering coughs, washing hands, and using hand sanitizer.
- Encourage staff to prepare at home with plans and emergency items including a two week supply of food and water.

## **5.6 Facility Maintenance**

- Oversee heightened cleaning efforts in offices and common areas, such as frequently wiping doorknobs, railings, telephones, restrooms.
- Place hand sanitizer in communal locations for staff and visitors to use.
- Develop emergency kits of equipment and supplies for preventing the transmission of the disease including cleaning supplies, respirators, masks, and disposable gloves, etc.
- Use damp rather than dry dusting to avoid spreading dust particles.
- Move restroom wastebaskets next to restroom doors so that employees can use towels to open the doors.

## **5.7 Technology Preparedness**

- Identify technologies required for performing mission-essential functions and review the associated disaster recovery plans.
- Identify the supporting agency for each system (in-house, city/county, third party, etc) and contact them to discuss continuity of operations planning efforts.
- Review IT staffing levels and develop clear succession lines for key technical skills.
- Research options for telecommuting for key staff including hardware, software and security requirements.
- Research options for videoconferencing and teleconferencing.
- Research options for the increased use of Internet and telephone communications.

## **6. Pandemic Team**

The following person has been designated as the Pandemic Team Chief:

- City Manager

The following personnel are members of the City of The Dalles Pandemic Team.

- Public Works Director
- Police Chief
- Community Development Director
- Finance Director
- Human Resources Director
- Safety Officer

These personnel have specific roles and responsibilities for pandemic response and recovery.

## **7. Plan Maintenance and Testing**

The City of The Dalles is committed to this overall COOP process and has an ongoing program for maintaining and improving this plan and the related strategies. This overall plan maintenance process includes a variety of testing, training and exercising. Please refer to Appendix H and I for the complete report of these scheduled and completed events. All events specifically related to pandemic planning are highlighted below.



## **APPENDIX K: City Council Specific Information**

### Overview

The City Council is the governing body of the City of The Dalles. Its five voting members and the Mayor set the direction for the City, establishing policies and municipal code. Specific voter approved powers for the Council is contained in the City Charter, while Council's own administrative and operational policies are adopted by ordinance or resolution.

City Council is charged with the appointment of the City Manager, City Attorney, and Municipal Judge. They adopt the annual budget, approve contracts in excess of \$50,000 and perform all other actions necessary to guide the government, while representing concerns of the citizens of The Dalles. The Dalles City Council positions are volunteer and are elected by the entire electorate of the City. In 2020 the City Charter was amended. The Councilor at Large position was changed to a four-year term. The Mayor was elected for two-year term. The term for Mayor changed to a four-year term at the election in 2022. The remaining four positions serve staggered four-year terms.

During an emergency, the Council will meet as needed to execute City business. If City Hall is unavailable, Council meetings will occur via video conferencing if available, or at the Library, or at the Wasco County Offices.

## APPENDIX L: Municipal Court Specific Information

### Overview

The Municipal Court is responsible for the judicial functions within The Dalles including the adjudication of misdemeanors and violations of state law and local ordinance. To satisfy the legal rights of defendants, arraignments are an essential function that must be continued during a continuity incident. When the COOP is activated and it is necessary to relocate government, the Municipal Court will utilize the Wasco County Courthouse or use videoconferencing.

### Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure current case files	15 minutes	Court Clerk
Check on status of municipal court prisoners at NORCOR	15 minutes	Court Clerk
Notify parties of any postponements of court proceedings	30 minutes	Court Clerk
Reschedule court proceedings	1 hour	Court Clerk

### Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Municipal Court	Arraignments	Municipal Judge, Court Clerk	Courtroom, but potential for video-conferencing	Wasco County Courthouse	Video-conferencing

### Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		

<b>Tier 1: 0-6 Hours</b>			
<b>1.1</b>			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
<b>2.1</b>			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
<b>3.1</b>	Municipal Court	Arraignments	Violations of 96 hour requirement
<b>3.2</b>			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
<b>4.1</b>			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
<b>5.1</b>	Municipal Court	Trials/Hearings	Delays in trails
<b>5.2</b>			

Minimum Resource Needs

<b>Personnel</b>	Municipal Judge, Court Clerk
<b>Records</b>	Court Files, City Ordinances, State Statutes

<b>Equipment/ Resources</b>	Laptop, phone, printer, basic office supplies
<b>Software</b>	Microsoft Office, Outlook, Adobe Reader
<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
0	N/A	N/A

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>
1	Secretarial skills	Until needed for arraignments

**APPENDIX M: City Manager’s Office Specific Information**

Overview

The City Manager's position plays a unique role in assisting the functional processes of our representative government. Guided by the vision and goals of the City Council, it is the City Manager's charge to accomplish the direction set out by the Council. Oftentimes, this is performed by facilitating public processes to hear and respond to the issues concerning the citizens, representing the position of governing body, and offering education regarding the provision of public services and infrastructure.

The City Manager guides and shapes the organization in response to the leadership of the City Council and in accordance with sound management practices. The City Charter provides that this position is the administrative and the supervision of public utilities and property.

During an emergency, the City Manager will be stationed at the Emergency Operations Center as part of their obligations under the City and County Emergency Operations Plan. However, the City Manager will remain the administrative head of City government.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

<b>Action Description</b>	<b>Estimated Time</b>	<b>Performed By</b>
Secure/back-up current files	15 minutes	Executive Secretary
Notify other government agencies of impending emergency	30 Minutes	City Manager
Prepare generator	45 minutes	Buildings and Grounds
Prepare City Hall (boarding windows, etc.)	2-6 hours	Buildings and Grounds
Secure City Hall	1-2 hours	Buildings and Grounds

Alternate Facilities

<b>Department/ Division/ Unit</b>	<b>Essential Function(s)</b>	<b>Staff/Resources Needed</b>	<b>Space Needed/ Telecommute?</b>	<b>Alternate Site 1</b>	<b>Alternate Site 2</b>
Administration	Supervision/ Execute Contracts	City Manager	1 Office or Telecommute	Library or Remote	Mobile Unit or Remote

Urban Renewal	Supervision/ Execute Contracts	Community Development Director	Telecommute	Library	Mobile Unit

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
1.1	Administration	Execute Contracts	City unable to procure needed goods and services
1.2	Administration	Execute Memos of Understanding	City unable to receive benefits/fulfill obligations of MOUs
1.3	Administration	Supervise Employees	Staff lack direction
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		

3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
4.1	Urban Renewal	Execute contracts	City may breach contracts
4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1			
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	City Manager, Community Development Director
<b>Records</b>	City Manager's Files, City Ordinances, Contracts
<b>Equipment/ Resources</b>	Laptop, phone, printer, basic office supplies
<b>Software</b>	Microsoft Office, Microsoft Outlook, Adobe Reader

<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
0	N/A	N/A

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>
1	Secretarial skills	Duration
1	Fellow skills	Duration



**APPENDIX N: Public Works Specific Information**

Overview

The Department of Public Works is composed of six separate divisions: Transportation, Water Supply & Treatment, Water Distribution, Wastewater Collection, Engineering and Administrative. The Dalles Wastewater Treatment Plant (WWTP) is operated under contract by Jacobs. WWTP emergency response is the responsibility of Jacobs.

Each Enterprise Division possesses its own specific revenue source and budgeted expenditures. Revenues cannot be co-mingled, and joint services must be tracked and charged for appropriate reimbursement. Within the Department, administrative, engineering and technical support services are split proportionally among the enterprise funds.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure/back-up current files	15 minutes	Public Works staff
Notify Division Manager or Public Works Director	30 Minutes	Certified Operator or Admin Staff
Activate appropriate response plan (ERP) (transportation, wastewater, water)	45 minutes	Division Manager or Public Works Director
Deploy as needed	2-6 hours	Per ERP
Secure Public Works facilities	1-2 hours	Public Works staff
Establish debrief and shift deployment/demobilize schedule that includes rest periods	Within first 8 hours	PW Incident Commander or assigned

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Administration	Regulatory Compliance, Accounts Receivable, Accounts	Regulatory Compliance Manager, Accounts Clerk, Secretary	Main Office	Remote, or Library	Remote or mobile unit

	Payable, Press Releases, Work-Crew Communication				
Engineering	Support the Divisions; Planning Chief	Engineering Division	Main Office	Remote or Library	Remote or mobile unit
Transportation	Safe travel for all modes; Operations Chief or Branch Director	Transportation Division Manager	Main Office	Crew vehicles staged elsewhere 1	Crew vehicles staged elsewhere 2
Wastewater Collection	Protect public health & environment; Operations Chief or Branch Director	Wastewater Collection Division Manager; WWC staff	Main Office	Crew vehicles staged elsewhere 1	Crew vehicles staged elsewhere 2
Wastewater Treatment	Protect public health & environment; Operations Chief or Branch Director	Jacobs Project Manager; Jacobs staff	The Dalles Wastewater Treatment Plant	On-site unless WWTP is directly threatened	On-site unless WWTP is directly threatened
Water Distribution	Water Quality & Supply; Operations Chief or Branch Director	Water Distribution Division Manager; WD staff	Main Office	Crew vehicles staged elsewhere 1	Crew vehicles staged elsewhere 2
Water Supply & Treatment	Water Quality & Supply; Operations Chief or Branch Director	Water Quality Manager; Lab and Wick staff	Wicks Water Treatment Plant	On-site unless Wicks is directly threatened	Back-up SCADA @ Public Works Office

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		

<b>1.1 Admin</b>	Crew support; FEMA compliant documentation; purchasing; Public Works PIO; Regulator liaison, DEQ	Secure site; inventory supplies; prepare messaging	Reduced or no FEMA reimbursement; Run out of supplies; Message confusion or noncompliance
<b>1.2 Engineering</b>	Civil engineering services; Planning section; Regulator liaison, ODOT	Assist with situational assessment	Compromise planning efforts
<b>1.3 Transportation</b>	Safe travel for all modes	Coordinate with Central to ensure safe travel	Unsafe travel for one or more modes
<b>1.4 Wastewater Collection</b>	Sanitary Sewer; Storm water conveyance	Secure sites; inventory supplies; monitor	Risk to public health & the environment; DEQ penalties including fines
<b>1.5 Wastewater Treatment</b>	Sanitary sewage treatment	Secure site; inventory supplies; monitor	Risk to public health & the environment; DEQ penalties including fines
<b>1.6 Water Distribution</b>	Water quality; water storage and delivery	Secure sites; inventory supplies; monitor	Risk to public health & safety (fire protection)
<b>1.7 Water Supply &amp; Treatment</b>	Water quality; water production; Regulator liaison, OHA	Secure site; inventory supplies; monitor	Risk to public health & safety (fire protection)
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
<b>Tier</b>	<b>Area of Responsibility</b>	<b>Function</b>	<b>Consequences of Failure</b>
<b>2.1 Admin</b>	Crew support; FEMA compliant	Assist; facilitate purchases; deliver	Reduced or no FEMA reimbursement; Run

	documentation; purchasing; Public Works PIO; Regulator liaison, DEQ	OHA/NPDES compliant messaging	out of supplies; Message confusion or noncompliance; DEQ penalties including fines
<b>2.2 Engineering</b>	Civil engineering services; Planning section; Regulator liaison, ODOT	Assist response or support as needed	Risk to public health, public safety & the environment
<b>2.3 Transportation</b>	Direct response or support	Restore or maintain safe travel for all modes	Unsafe travel for one or more modes
<b>2.4 Wastewater Collection</b>	Direct response or support	Restore or maintain NPDES compliance	Risk to public health & the environment; DEQ penalties including fines
<b>2.5 Wastewater Treatment</b>	Direct response or support	Restore or maintain NPDES compliance	Risk to public health & the environment; DEQ penalties including fines
<b>2.6 Water Distribution</b>	Direct response or support	Restore or maintain OHA compliance	Risk to public health & safety (fire protection)
<b>2.7 Water Supply &amp; Treatment</b>	Direct response or support; Regulator liaison, OHA	Restore or maintain OHA compliance and sufficient supply	Risk to public health & safety (fire protection)
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
<b>Tier</b>	<b>Area of Responsibility</b>	<b>Function</b>	<b>Consequences of Failure</b>
<b>3.1 Admin</b>	Crew support; FEMA compliant documentation; purchasing; Public	Assist; facilitate purchases; deliver	Reduced or no FEMA reimbursement; Run out of supplies; Message confusion or

	Works PIO; Regulator liaison, DEQ	OHA/NPDES compliant messaging	noncompliance; DEQ penalties including fines
<b>3.2 Engineering</b>	Civil engineering services; Planning section; Regulator liaison, ODOT	Assist response or support as needed	Risk to public health, public safety & the environment
<b>3.3 Transportation</b>	Direct response or support	Restore or maintain safe travel for all modes	Unsafe travel for one or more modes
<b>3.6 Wastewater Collection</b>	Direct response or support	Restore or maintain NPDES compliance	Risk to public health & the environment; DEQ penalties including fines
<b>3.7 Wastewater Treatment</b>	Direct response or support	Restore or maintain NPDES compliance	Risk to public health & the environment; DEQ penalties including fines
<b>3.4 Water Distribution</b>	Direct response or support	Restore or maintain OHA compliance	Risk to public health & safety (fire protection)
<b>3.5 Water Supply &amp; Treatment</b>	Direct response or support; Regulator liaison, OHA	Restore or maintain OHA compliance and sufficient supply	Risk to public health & safety (fire protection)
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
<b>Tier</b>	<b>Area of Responsibility</b>	<b>Function</b>	<b>Consequences of Failure</b>
<b>4.1 Admin</b>	Records filing and retention;	Tasks not directly related to response	May compromise future effective support
<b>4.2 Engineering</b>	Map updates; Capital Improvement Projects	Tasks not directly related to response	May compromise future effective support

<b>4.3 Transportation</b>	Routine maintenance and upgrades	Tasks not directly related to response	May compromise future effective support
<b>4.4 Wastewater Collection</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>4.5 Wastewater Treatment</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>4.6 Water Distribution</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>4.7 Water Supply &amp; Treatment</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
<b>5.1 Admin</b>	Records filing and retention	Tasks not directly related to response	May compromise future effective support
<b>5.2 Engineering</b>	Capital Improvement Projects	Tasks not directly related to response	May compromise infrastructure
<b>5.3 Transportation</b>	Select maintenance and upgrades	Tasks not directly related to response	May compromise infrastructure
<b>5.4 Wastewater Collection</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>5.5 Wastewater Treatment</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>5.6 Water Distribution</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance
<b>5.7 Water Supply &amp; Treatment</b>	Select maintenance tasks; Upgrades	Tasks not directly related to response	May compromise future compliance

Minimum Resource Needs

<b>Personnel</b>	Personnel needs to be decided by Incident Commander based on Division specific emergency response plan.
------------------	---

	<p>Division specific personnel and ICS organization charts are listed in pre-filled FEMA forms saved on the PW share drive:          \\pwserver\publicworksshare\RegCompliance\ICS\FEMA Training\Prefilled ICS-Forms</p> <p>Quick links to the Division forms are listed in the Public Works Policy Index spreadsheet at FEMA Incident Command System Forms.</p> <p>Jacobs personnel are not listed in this plan.</p>
<b>Records</b>	<p>GIS maps and possibly paper maps; Public Works specific emergency response plans, including FEMA forms</p>
<b>Equipment/ Resources</b>	<p>Laptop, phone, printer, basic office supplies</p> <p>Equipment needs to be decided by Incident Commander based on Division specific emergency response plan.</p> <p>Division specific equipment are listed in pre-filled FEMA forms saved on the PW share drive: \\pwserver\publicworksshare\RegCompliance\ICS\FEMA Training\Prefilled ICS-Forms</p> <p>Quick links to the Division forms are listed in the Public Works Policy Index spreadsheet at FEMA Incident Command System Forms.</p> <p>Jacobs equipment needs are not listed in this plan.</p>
<b>Software</b>	<p>Microsoft Office; ESRI – GIS; SCADA</p>
<b>Infrastructure</b>	<p>Electricity, Internet Connectivity, Water, Sanitation, Vehicle maintenance and repair capability; Radio antennae at Sorosis Reservoir, repeater in Dallesport; Cell phone service; CenturyLink/Gorge Net for SCADA between Main Office and Wicks</p>
<b>Other Notes</b>	<p>Administrative Secretary is the liaison for multiple contract support services for the infrastructure listed above.</p>

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
1	Needs for assistance are specific to each Public Works emergency response plan.	Varies

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>
1	Mutual aid agreements are specific to each Public Works emergency response plan	Varies

Vital Records Protection Protocol

To Be Developed

Departmental Go-Kit

To Be Developed

Key Vendor List

Key vendors are specific to each Public Works emergency response plan.



**APPENDIX O: Police Department Specific Information**

Overview

The Police Department is responsible for public safety within the city limits of The Dalles. Services include, but are not limited to, protection of life and property, the detection and apprehension of offenders, and enforcement of general law and Oregon Revised Statutes, traffic laws and City ordinances. The department is also responsible for patrolling The Dalles Watershed. Non-enforcement programs include Crime Prevention, Officer in the School, Block Homes, Neighborhood Watch, Police Reserves, Police Chaplain, and a college practicum program. The department works very closely with other law enforcement agencies in the area, as well as the Council and other City departments.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure/back-up current file	30 minutes	Department secretary
Move vehicles and equipment to alternative location	2-6 hours	Entire department
Protect older files	1 hour	Department secretary
Secure police department	30 minutes	Appointed officer

Alternate Facilities

Department/Division/Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/Telecommute?	Alternate Site 1	Alternate Site 2
Police Department	Public Safety	4-6 on duty officers and 1 supervising officer at all times	2-3 offices	Wasco County Sherriff's Office	Armory and Recovery Center

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
1.1	Public Safety	Emergency Response	Inability to assist citizens, crime
1.2	Public Safety	Patrol	Lack of police presence and increased victimization
1.3			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		

4.1	Public Safety	Investigations	Disruptions in current investigations, inability to initiate new investigations
4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1	Code Enforcement	Code Violations	Delays in enforcement of City ordinance
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	Chief of Police, Captain, Sergeants, 4-6 officers
<b>Records</b>	Current case files, City Ordinances
<b>Equipment/ Resources</b>	10 Laptops/computers, 25 cell phones, 1 printer, basic office supplies, 25 sets of officer field gear, 12 patrol vehicles, 25 radios that function
<b>Software</b>	Microsoft Office, Microsoft Outlook, Adobe Acrobat Reader
<b>Infrastructure</b>	Office space, Electricity, Internet connectivity, NORCOR
<b>Other Notes</b>	During times of extreme emergency or the activation of this plan routine operations will be disrupted and supervisors shall evaluate and prioritize calls

	for service. Non emergent calls may not be serviced and life safety and community order will be the overall priority.
--	---

Help Needed/Extra Assistance Available Chart

Added help needed

Number	Functions	Time Needed
4-6	Reserve Officers	Duration

Available to help

Number	Functions	Time Available
0	N/A	N/A

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

**APPENDIX P: City Attorney’s Office Specific Information**

Overview

The Legal Department provides services to all departments and personnel of the City, various agencies and commissions of the City, City Council members, and the general public. These services include performing legal research and providing opinions, drafting resolutions and ordinances, prosecuting defendants in Municipal and Circuit Court, and representing the City in a variety of civil litigation, including administrative hearings and land use proceedings. These services also include attending meetings of the City Council, Planning Commission, and other City Commissions when necessary, drafting a variety of legal documents, reviewing current legislation and court decisions, and investigating citizen concerns and complaints. During an emergency, the Legal Department will continue to execute its overall mission, but will be particularly focused on expedited procurement processes, intergovernmental agreements, and other legal needs as they arise. Code enforcement will largely be suspended and Court proceedings will be postponed unless required by law.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure/back-up current case files	15 minutes	Paralegal
Retrieve laptop	5 minutes	City Attorney
Protect older case files	30 minutes	All legal staff
Notify forums and parties of scheduled legal proceedings of impending emergency	30 minutes	All legal staff

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Legal Services	Legal Services Contract Review Document Prep.	City Attorney	Telecommuting possible, but office space preferred	Firm Office	Remote or mobile unit

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
1.1	Legal Services	Legal Advice	City goes unrepresented
1.2	Legal Services	Contract Review	Delays in procurement
1.3	Legal Services	Document Prep	Delays in executing contracts/intergovernmental agreements
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
4.1			

4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1			
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	City Attorney
<b>Records</b>	City Attorney's Files, City Ordinances,
<b>Equipment/ Resources</b>	Laptop, phone, printer, basic office supplies
<b>Software</b>	Microsoft Office, Microsoft Outlook, Adobe Reader
<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
0	N/A	N/A

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>
2-3	Secretarial skills, investigative	Duration



**APPENDIX Q: City Clerk Department/IT**

Overview

The City Clerk Department is a vital communications link between local government and its citizens. The City Clerk's office provides a wide range of services, including support to the Mayor, City Council, City Manager, City departments, other local governing bodies, and citizens, without exception.

Some of the major administrative services performed by the department include: Clerk of the City Council, Records Manager, Elections Officer, Public Records Request, Information Officer, and interpretation of public records and meetings law. The City Clerk also heads the IT department.

During an emergency the City Clerk will largely focus on communication between the City and the public, arranging for alternative facilities, and organizing emergency City Council meetings as necessary

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

<b>Action Description</b>	<b>Estimated Time</b>	<b>Performed By</b>
Secure/back-up Clerks current files	30 minutes	City Clerk
Protect older files	1-2 hours	City Clerk
Notify public of City Hall's Closure	30 minutes	City Clerk

Alternate Facilities

<b>Department/ Division/ Unit</b>	<b>Essential Function(s)</b>	<b>Staff/Resources Needed</b>	<b>Space Needed/ Telecommute?</b>	<b>Alternate Site 1</b>	<b>Alternate Site 2</b>
City Clerk	Public Communication/ Record Keeping	City Clerk	Telecommuting if possible	Library or remote	Remote or Mobile Unit

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
1.1	Admin., IT, Records, Public/Media Notices	Public and Internal Communications	Inability to disseminate information on status of local government
1.2			
1.3			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1	Admin.	City Council Meetings	Inability to conduct public processes
3.2	HR	Injury Claim Processing	Inability to properly document and process injury claims
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		

4.1			
4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1			
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	City Clerk,
<b>Records</b>	City Clerk's Files, City Ordinances, Templates for document creation
<b>Equipment/ Resources</b>	Laptop, servers, phone, printer, basic office supplies
<b>Software</b>	Microsoft Office, Microsoft Outlook, Adobe Acrobat
<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
0	Removal of Permanent Records if in danger	8 hours

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

**APPENDIX R: Finance Department Specific Information**

Overview

The Finance Department is charged with a wide variety of tasks including coordination of the City's annual budget and audit processes, grant administration, as well as the general administrative functions such as payroll, cash receipts, fixed assets, accounts payable, accounts receivable, and general ledger. The Department also processes all utility billing and collections for the City's water and wastewater utilities. The Finance Department prepares a wide range of internal and external financial reports for use by other organizations, City Council and its commissions, and City staff as well as the general citizenship. We also maintain all accounting ledgers for the Urban Renewal District and Promotion funds separate from City accounting ledgers.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Finance	City Finances & Court Operations	Finance Director, Payroll, Court Clerk, Accounts Payable and Receivable	Two Offices and Court room	Remote or library	Remote or mobile unit

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
<b>1.1</b>			
<b>1.2</b>			

1.3			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
4.1			
4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1			
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	
<b>Records</b>	
<b>Equipment/ Resources</b>	Laptop, phone, printer, basic office supplies, internet access
<b>Software</b>	Microsoft Office, Caselle
<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

<b>Number</b>	<b>Functions</b>	<b>Time Needed</b>
0	N/A	N/A

Available to help

<b>Number</b>	<b>Functions</b>	<b>Time Available</b>

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

**APPENDIX S: Community Development Department Specific Information**

Overview

The planning department is responsible for current and long range planning within the entire Urban Growth Boundary, right-of-way coordination, historic landmarks, and development permitting and inspection. During an emergency the planning department will focus on meeting all statutory deadlines for development permits and appeals.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure current files	30 minutes	All planning staff
Notify parties of scheduled hearings of imminent emergency	15 minutes	Department Secretary
Secure office and equipment		

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Planning	Permitting/ appeals	Director/ Senior Planner	Hearing space	Library	Video/Remote



Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation		
1.1			
1.2			
1.3			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		

<b>4.1</b>	Permitting/ Appeals	Issuing permitting and decisions and conducting appeals	Violations of statutory time limits.
<b>4.2</b>			
<b>4.3</b>			
<b>Tier 5: 30+ Days</b>	Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency		
<b>5.1</b>	Inspections	Development Inspections/ Code Compliance	LUDO violations go unenforced
<b>5.2</b>			
<b>5.3</b>			

Minimum Resource Needs

Personnel	Director, Senior Planner
Records	City Ordinances,
Equipment & Resources	Laptop, phone, printer, basic office supplies
Software	Microsoft Office, ARC-GIS
Infrastructure	Electricity, Internet Connectivity
Other Notes	

Help Needed/Extra Assistance Available Chart

Added help needed

Number	Functions	Time Needed
0	N/A	N/A

Available to help

Number	Functions	Time Available
2-3	Planning, project management, inspections, secretarial	Duration

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

**APPENDIX T: Human Resources Specific Information**

Overview

The human resource department is responsible for current and former personnel records, benefit records, insurance records, risk management and safety. During an emergency the human resources department will focus on meeting all statutory deadlines for personnel employment, safety coordination and supply as well as coordination with CIS Recovery.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure current files	30 minutes	HR Director
Notify Safety Officer of impending emergency	15 minutes	HR Director
Secure office and equipment	10 Minutes	HR Director

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Human Resources	Insurance, Asset recovery	Director	1 Office or Telecommute	Remote or Library	Remote or Mobile Unit
Human Resources	Safety/PPE	Safety Officer	1 Office or Telecommute	Remote	Remote

Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation		

1.1	Risk Management	Contact Insurer and activate Emergency Recovery agreements	Resources needed for both initial response and recovery will be delayed.
1.2	Employee Safety	Safety Officer coordinates with functional leaders to determine PPE need.	Employees operate without appropriate PPE causing injury or death.
1.3	Identify temporary and volunteer need, then recruit to fill need.	Provide assistance to recovery team.	Recovery takes longer resulting in property loss/damage and injury/death.
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1			
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
4.1			
4.2			

<b>4.3</b>			
<b>Tier 5: 30+ Days</b>	Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency		
<b>5.1</b>			
<b>5.2</b>			
<b>5.3</b>			

Minimum Resource Needs

Personnel	Director
Records	Personnel records, benefit records, insurance records
Equipment/ Resources	Laptop, phone, printer, basic office supplies
Software	Microsoft Office, Adobe
Infrastructure	Electricity, Internet Connectivity
Other Notes	Assign or coordinate functions of Safety Officer

Help Needed/Extra Assistance Available Chart

Added help needed

Number	Functions	Time Needed
1	Safety	10 Minutes

Available to help

Number	Functions	Time Available
2	Safety supplies, equipment, and policy. Additional assistance to finance	Duration

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

**APPENDIX U: Library Specific Information**

Overview

The Dalles-Wasco County Public Library serves the residents of Wasco County as well as the residents of surrounding areas who pay an annual fee or are included in reciprocal borrowing agreements. It is operated as a separate fund of the City of The Dalles, and has been historically funded half by the City and half by Wasco County. The library is also a part of Sage network, which encompasses many different libraries of Eastern Oregon.

During an emergency, the Library will be closed although an effort will be made to offer public internet access. Owing to its proximity to City Hall, and its higher elevation, the Library may serve as an alternate location for City operations.

Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure current files	30 minutes	All library staff
Secure building and equipment	1-2 hours	All library staff

Alternate Facilities

Department/ Division/ Unit	Essential Function(s)	Staff/Resources Needed	Space Needed/ Telecommute?	Alternate Site 1	Alternate Site 2
Library	Public Internet Access	Library Clerk	Library	N/A	N/A



Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
<b>Tier 1: 0-6 Hours</b>	<b>Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation</b>		
1.1			
1.2			
1.3			
<b>Tier 2: 6 Hours to One Day</b>	<b>Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions</b>		
2.1			
2.2			
2.3			
<b>Tier 3: One Day to One Week</b>	<b>Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions</b>		
3.1	Library	Public Internet Access	Public unable to communicate via the internet
3.2			
3.3			
<b>Tier 4: One Week to One Month</b>	<b>Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.</b>		
4.1			

4.2			
4.3			
<b>Tier 5: 30+ Days</b>	<b>Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency</b>		
5.1			
5.2			
5.3			

Minimum Resource Needs

<b>Personnel</b>	Library Technician
<b>Records</b>	
<b>Equipment/ Resources</b>	Computers, phones,
<b>Software</b>	Microsoft Office, Internet browser, Access restriction software
<b>Infrastructure</b>	Electricity, Internet Connectivity
<b>Other Notes</b>	

Help Needed/Extra Assistance Available Chart

Added help needed

Number	Functions	Time Needed
0	N/A	N/A

Available to help

Number	Functions	Time Available
2-3	Secretarial skills	Duration

Vital Records Protection Protocol

Departmental Go-Kit

Key Vendor List

## APPENDIX W: Airport Information

### Overview

The Columbia Gorge Regional Airport is jointly owned by the City of The Dalles and Klickitat County, Washington. The airport and its associated infrastructure are capable of servicing most forms of helicopter, single engine aircraft, and smaller sized jets. During an emergency, the City will strive to keep the airport operational as it may serve as the primary means to evacuate and/or bring in resources if the I-84 is closed. There is also significant amounts (30+ acres) of level ground available that could potentially serve as an alternate location for other departments.

### Advanced Notice Facilities, Equipment, and Resources Protection Protocol

Action Description	Estimated Time	Performed By
Secure current files	30 minutes	All airport staff
Protect weather prediction and broadcasting equipment	2-4 hours	All airport staff
Secure hangars, protect parked aircrafts	1-2 hours	All airport staff
Prepare generators for loss of power	1-2 hours	All airport staff
Secure building and equipment	1-2 hours	All airport staff

### Essential Function Priority List

Tier	Area of Responsibility	Function	Consequences of Failure
Tier 1: 0-6 Hours	Tier 1 functions are the department's essential functions that must reach operational status no later than 6 hours after COOP Activation		
1.1			
Tier 2: 6 Hours to One Day	Tier 2 functions are those that must reach operational status within 6 hours to one day and be able to sustain operations for a minimum of 30 days. These functions may be dependent on the operational status of Tier 1 functions		
2.1	Airport Services	Airport Services	Airplanes can still land, but may be unable to

			access fuel and other airport services
2.2			
2.3			
Tier 3: One Day to One Week	Tier 3 functions are important business functions that are nonetheless not needed until a full day following a disruption of service. Tier 3 functions may be dependent on the status of Tier 1 and 2 functions		
3.1			
Tier 4: One Week to One Month	Tier 4 functions represent those functions that MAY be postponed until all functions in Tiers 1,2 and 3 are fully operational or should be resumed within one week.		
4.1			
Tier 5: 30+ Days	Tier 5 functions are those that can reasonably be suspended for 30 or more days, and may not be required to be performed for the duration of the emergency		
5.1			

Minimum Resource Needs

Personnel	1 co-manager
Records	Financial records
Equipment/ Resources	Computer, radios, phone, basic office supplies
Software	Microsoft Office

Infrastructure	Electricity, heat, radio towers
Other Notes	

Help Needed/Extra Assistance Available Chart

Added help needed

Number	Functions	Time Needed
0	N/A	N/A

## Appendix X: Family Preparedness Plan

<b>Form X: Family Preparedness Plan</b>			
Family Name: _____			
Date Prepared: _____			
Next Review Date: _____			
It is vital that families be prepared for emergencies such as fire, flood, earthquakes, winter storms and extreme cold weather, power outages, hazardous material accidents, and terrorist attacks.			
Action Plan Steps			
Items	Yes	No	Unsure
Post Emergency telephone numbers by phone.			
Teach family members how and when to call 911 or local emergency medical services number for emergency help.			
Show each family member how and when to turn off the water, gas, and electricity at the main switches.			
Check for adequate insurance coverage.			
Install an ABC type fire extinguisher in your home, teach each family member to use it, and show them where it is kept.			
Install smoke detectors on each level of your home, especially near bedrooms.			
Stock emergency supplies and assemble a disaster supply kit.			
Adults in the family should take a first aid and CPR class.			
Make an escape route map of your home. Find two ways out of each			
Find safe areas in your home for each type of emergency.			
<input type="checkbox"/> Review your plans every six months so everyone remembers what to do in case of an emergency. <input type="checkbox"/> Conduct fire and emergency evacuation drills. <input type="checkbox"/> Test and recharge your fire extinguisher(s) according to manufacturer's instructions <input type="checkbox"/> Test your smoke detectors monthly. Change batteries every six months and clean the dust from the detectors each time you change batteries. <input type="checkbox"/> Replace stored water and food supplies every six months.			

## APPENDIX Y: DEVOLUTION

Devolution as summarized in Section 5(J) of this COOP is relative to the organizations ability to respond to an event. Also see the Incident Annexes of the Emergency Operations Pan. This ability includes factors such as personnel, equipment, materials, expertise, and magnitude of the event (need). In a localized event affecting the City of The Dalles proper, the City will be lead. In a Class 2 or Class 3 CONOPS Planning Scenario, devolutions is likely to be to the County or State. In the event needed personnel are unavailable, devolution will go to Wasco County Emergency Management and County use County personnel. If Wasco County does not have the available personnel or equipment, devolution will go to the State of Oregon Emergency Management. In the event of a regional or national need, FEMA will generally be the lead working through State and local agencies. As stated above, devolution is also dependent on the event. Event specific devolution for those requiring devolution are provided here:

- Fire Event: Mid-Columbia Fire and Rescue, Oregon State Fire Marshal, and FEMA.
- Flood Event: Mid-Columbia Fire and Rescue, Wasco County Emergency Management, Oregon State Emergency Management, and FEMA.
- Weather Event: Wasco County Emergency Management, Oregon State Emergency Management, FEMA.
- Geologic Event: Wasco County Emergency Management, Oregon State Emergency Management, FEMA.
- Pandemic Event: Wasco County Emergency Management, Public Health, CDC.
- Terrorism: Wasco County Emergency Management, Oregon State Emergency Management, FEMA – CDC (Bioterrorism).
- Hazardous Material: Mid-Columbia Fire and Rescue, Wasco County Emergency Management, Oregon State Emergency Management.
- Transportation Accident (large scale): ODOT, OSP, Wasco County Emergency Management, Oregon State Emergency Management, and Union Pacific (Rail).

During devolution, other agencies may have need of personnel, equipment and materials of the City of The Dalles. When such an acquisition occurs, details on who requested the resource, what the specific resource is provided, who specifically received the resource and general condition of the resource shall be document on the resource acquisition checklist (Appendix Z). Likewise, when an event occurs and the City of The Dalles needs to acquire resources from others, the acquisition checklist shall be used. This is the case even if the lending agency has a separate form. The checklist will be used after the event or recovery when the resource is no longer needed to ensure the appropriate agency receives their property/personnel in the condition it was received.



### APPENDIX Z: ACQUISITION CKECKLIST

Lend Return	RECEIVING AGENCY	LENDING AGENCY	RESOURCE IDENTIFICATION	RESOURCE DESCRIPTION	GENERAL CONDITION

---

NAME OF PERSON LENDING RESOURCE

---

NAME OF PERSON RECEIVING RESOURCE DATE

#### RETURN OF RESOURCE

---

NAME OF PERSON RETURNING RESOURCE DATE

---

NAME OF PERSON RECEIVING RETURNED RESOURCE

## APPENDIX AA: RECONSTRUCTION

Reconstruction is a return to normal operations following an event. Reconstruction may also be referred to as recovery. It is the plan and process for returning to normal operations. To achieve this in the most efficient way, a plan is necessary.

Once personnel are able to return, resources received and documented on the Acquisition Checklist should be returned to their owning agency and be signed off as returned in acceptable condition. In some cases, resources acquired from other agencies may need to be used in the reconstruction. In this case, only items returned should be signed-off. In addition, some resources may be needed for an extended time. In such a case, the City of The Dalles and the other agency should enter into an agreement providing the terms of the lending or leasing.

### Return of Resources

1. Release all personnel from other agencies who were assisting the City of The Dalles.
2. Return all material and equipment to the agency they were received from.
3. Retrieve all material and equipment lent to other agencies.
4. Inspect all equipment returned before use. Make repairs as needed.
5. Review all Acquisition Checklists to ensure resources have been returned and signed for.
6. Dismiss any volunteers and forward their names to the City Manager.

Inspect utility operations to ensure safe, proper operation. Make repairs as needed. If additional assistance is needed, recruit and fill temporary positions through Human Resources.



## AGENDA STAFF REPORT

**AGENDA LOCATION:** Action Item #11B

**MEETING DATE:** July 12, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Angie Wilson, Finance Director

**ISSUE:** Resolution No. 22-028 Authorizing Transfers of Budgeted Amounts Between Various Departments of The General Fund of the City Of The Dalles Adopted Budget, Making Appropriations and Authorizing Expenditures for Fiscal Year Ending June 30, 2023

**RELATED COUNCIL GOAL:** Balanced Budget

**BACKGROUND:** Oregon Budget Law recognizes that after the beginning of the fiscal year, changes in appropriations in the budget sometimes become necessary and so allows for those changes via supplemental budgets and budget amendments. Supplemental budgets add funds to existing budgets, while budget amendments move already budgeted funds between categories of the same fund without adding to the fund's total budget.

The proposed resolution contain the following items:

Resolution No. 22-028 transfers \$120,908 from the Contingency line item of the General Fund to cover the following items:

1. \$11,000 is needed from the General Fund Contingency to compensate the Planning Department. The purpose of this budget amendment is to allow for an expanded effort to complete the community visioning project. This includes extending the original project schedule until September/October in order to allow our community partners to be more involved in collaborating on the final Community Vision than has occurred in past efforts. This will allow for a work session with partner organizations such as MCEDD, the Port of The Dalles, Wasco County, School District 21, Columbia Gorge Community College and other key organizations. The City will also seek letters of collaboration with these

- partner organizations prior to requesting Council adoption of the community vision.
2. \$9,000 is needed from the General Fund Contingency to compensate the City Council Department for the Safety Line Item. In the Fiscal 2021-22 budget year, City Council approved the Police Department to spend \$18,500 in the Safety Line Item for body armor vests. Due to having to be fitted for new vests, there was a delay in ordering. The final order could not be completed until the 2022-23 budget year.
  3. On July 11, 2022 City Council approved the lease with Harbortech Mobility in the amount of \$129,007.58 for the new mobile computers for the Police Department. The lease was based over a 60 month term. Under new GASB 87 standards all leases have to be recorded at the beginning of the term. The Police Department has budget \$28,100 for the fiscal year 2022-23 and will need an additional \$100,908 to be able to follow through with the purchase. Under the GASB 87 statements, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset.

**BUDGET IMPLICATIONS:** Resolution No. 22-028 transfers currently budgeted amounts, and does not have any impact on the total budget of the General Fund.

**COUNCIL ALTERNATIVES:**

1. Staff recommendation: *Move to adopt Resolution No. 22-028 Authorizing Transfers of Budgeted Amounts between Categories of Various Funds of the City of The Dalles Budget, Making Appropriations and Authorizing Expenditures for Fiscal Year Ending June 30, 2023.*
2. Direct staff to make changes to the proposed resolutions and bring the resolutions back to a future Council meeting for consideration.
3. Decline to take action.

**RESOLUTION NO. 22-028**

**A RESOLUTION AUTHORIZING TRANSFERS OF BUDGETED AMOUNTS BETWEEN CATEGORIES OF THE GENERAL FUND OF THE CITY OF THE DALLES ADOPTED BUDGET, MAKING APPROPRIATIONS AND AUTHORIZING EXPENDITURES FOR THE FISCAL YEAR ENDING JUNE 30, 2023.**

**WHEREAS**, during the budget year certain funds may experience expenditures above approved category limits; and

**WHEREAS**, Oregon Budget Law recognizes these events and allows for transferring of funds between approved category limits within and between funds; and

**WHEREAS**, \$11,000 is needed from the General Fund Contingency to compensate the Planning Department. The purpose of this budget amendment is to allow for an expanded effort to complete the community visioning project. This includes extending the original project schedule until September/October in order to allow our community partners to be more involved in collaborating on the final Community Vision than has occurred in past efforts. This will allow for a work session with partner organizations such as MCEDD, the Port of The Dalles, Wasco County, the school district, Columbia Gorge Community College and other key organizations. The City will also seek letters of collaboration with these partner organizations prior to requesting Council adoption of the community vision.

**WHEREAS**, \$9,000 is needed from the General Fund Contingency to compensate the City Council Department for the Safety Line Item. In the Fiscal 2021-22 budget year, City Council approved the Police Department to spend \$18,500 in the Safety Line Item for body armor vest. Due to having to be fitted for new vest, there was a delay in ordering. The final order could not be completed until the 2022-23 budget year.

**WHEREAS**, On July 11, 2022 City Council approved the lease with Harbortech Mobility in the amount of \$129,007.58 for the new mobile computers for the Police Department. The lease was based over a 60 month term. Under new GASB 87 standards all leases have to be recorded at the beginning of the term. The Police Department has budget \$28,100 for the fiscal year 2022-23 and will need an additional \$100,907.58 to be able to follow through with the purchase. Under the GASB 87 statements, a lessee is required to recognize a lease liability and an intangible right-to-use lease asset.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL AS FOLLOWS:**

**Section 1. Authorizing Budget Transfers.** The City Council hereby authorizes the following transfers of funds between budgeted categories and funds:

<u>FUND OR DEPT.</u>	<u>BUDGETED</u>	<u>RESOURCES NEEDED</u>	<u>REALLOCATED</u>
<b><u>GENERAL FUND (001)</u></b>			
from General Fund Contingency	\$ 950,493	\$ 829,585	- \$120,908
to Planning Department	\$ 714,602	\$ 725,602	+ \$11,000
to City Council Department	\$ 603,898	\$ 612,898	+ \$9,000
to Police Department	\$ 4,811,199	\$ 4,912,107	+ \$100,908

**Section 2. Effective Date.** This Resolution shall become effective upon adoption by the City Council and shall remain in effect until receipt and acceptance of the FY22/23 audit report.

**PASSED AND ADOPTED THIS 25th DAY OF JULY, 2022.**

Voting Yes, Councilors: \_\_\_\_\_  
Voting No, Councilors: \_\_\_\_\_  
Absent, Councilors: \_\_\_\_\_  
Abstaining, Councilors: \_\_\_\_\_

**AND APPROVED BY THE MAYOR THIS 25th DAY OF JULY, 2022.**

SIGNED:

ATTEST:

\_\_\_\_\_  
Richard A. Mays, Mayor

\_\_\_\_\_  
Izetta Grossman, CMC, City Clerk



## AGENDA STAFF REPORT

### AGENDA LOCATION: Action Item #11C

**MEETING DATE:** July 25, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Jonathan Kara, City Attorney

**ISSUE:** Adopting Special Ordinance No. 22-594, a Special Ordinance Accepting Fee Title to Real Property near the 2400 Block of West 14<sup>th</sup> Street for Public Right-of-Way Purposes (Assessor's Map No 2N 13E 32DB 4710)

**BACKGROUND:** On June 7, 2018, the Community Development Department (**CDD**) issued a Notice of Administrative Decision (**Notice**) for Subdivision Application No. 71-18 conditionally approving Whispering Pines Estates II, LLC's (**Applicant**) application to develop 24-28 single family residential lots and the construction of necessary streets and utility infrastructure.

One of the Notice's conditions of approval requires a certain parcel not less than 54 feet in width adjoin to the northwesterly line of the subdivision (**Parcel**) and be deeded to the City for reservation as a future extension of the public right-of-way.

The Parcel is addressed near the 2400 block of West 14<sup>th</sup> Street, is depicted in Assessor's Map No. 2N 13E 32DB as Tax Lot 4710, and is labeled **Lot 26** in the Phase 3 plat included in this Agenda Packet as an attachment to the deed of dedication authorized by this Special Ordinance.

### **Dedication and Vacation**

Most land divisions require *dedications* for street connectivity purposes: usually, dedications grant the City the dominant estate of easements over private property. Once the City accepts a dedication of public right-of-way (whether as an easement or in fee), the terms of TDMC Chapter 2.24 – Public Rights-of-Way provide the City with full jurisdiction and the right to exercise regulatory control over the dedicated property.

While *dedication* is generally the transfer of private property to public use, *vacation* is generally the abandonment of the City's right to use private property for public uses. When the City vacates a dedicated easement pursuant to the provisions of TDMC Chapter 11.16—Street Vacations, Oregon law provides title to the vacated area attaches equally to the adjacent property owners.

### **Reversionary Interest**

Here, Applicant's subdivision development has completed three (3) of its four (4) phases. Applicant recorded its Phase 3 plat on January 15, 2020, and is required to satisfy the Notice's conditions of approval before the City must approve the Phase 4 plat.

In this case, CDD and the Applicant negotiated the fee title transfer (as opposed to a dedicated easement) of the Parcel to the City for public right-of-way purposes. The City negotiated to accept fee title of the Parcel subject to a reversionary caveat: if, within ten (10) years of the recording of the Phase 3 plat (**January 15, 2030**), Council determines the Parcel is unnecessary for a street connection to the west of the subdivision, then fee title reverts to the *Applicant* (as opposed to a vacation splitting and attaching the area equally to the *adjacent property owners*). Put another way, so long as Council does not make an affirmative action to declare the Parcel unnecessary for street connectivity by January 15, 2030, the City will retain full ownership of the Parcel forever.

### **House Bill 2127-A (2015)**

In 2015, the Oregon Legislative Assembly enrolled HB 2127-A, which prohibits county clerks from recording deeds conveying fee title to real property to tax-exempt government transferees unless the deed is accompanied by a certificate issued by the county assessor attesting all charges against the real property as of the date of recording have been paid by the grantor (**Certificate**).

I confirmed with the Wasco County Clerk and the Wasco County Assessor a Certificate is required here. I contacted Applicant's agent engineer at Tenneson Engineering Corporation on July 8, 2022, to convey the City's expectation the Parcel's delinquencies must be paid before the City will accept title. As of July 9, 2022, the real property appears delinquent on its owed property taxes in the amount of **\$840.83**. I included language referring to the Certificate in the deed of dedication authorized by this Special Ordinance and my recommendation Council adopt this Special Ordinance is contingent upon Applicant providing the Certificate prior to July 25, 2022.

**BUDGET IMPLICATIONS:** Recording fees for the deed of dedication.

### **COUNCIL ALTERNATIVES:**

1. **Staff recommendation:** *Move to adopt Special Ordinance No. 22-594, a special ordinance accepting real property near the 2400 block of West 14<sup>th</sup> Street for public right-of-way purposes.*
2. Decline formal action and provide Staff additional direction.



**SPECIAL ORDINANCE NO. 22-594**

**A SPECIAL ORDINANCE ACCEPTING REAL PROPERTY  
NEAR THE 2400 BLOCK OF WEST 14<sup>TH</sup> STREET FOR  
PUBLIC RIGHT-OF-WAY PURPOSES**

**WHEREAS**, on June 7, 2018, the City of The Dalles (**City**) Community Development Department issued notice of an administrative decision (**Notice**) for Subdivision Application No. 71-18 conditionally approving Whispering Pines Estates II, LLC’s (**Applicant**) application to develop 24-28 single family residential lots and the construction of necessary streets and utility infrastructure;

**WHEREAS**, the Notice’s Condition of Approval No. 11 requires a certain parcel not less than 54 feet in width adjoin to the northwesterly line of the subdivision (**Parcel**) and be deeded to the City for reservation as a future extension of the public right-of-way;

**WHEREAS**, the Parcel is addressed near the 2400 Block of West 14<sup>th</sup> Street in The Dalles, Oregon, depicted in Assessor’s Map No. 2N 13E 32DB as Tax Lot 4710, and is legally described as:

Lot 26 of the plat of Whispering Pines Estates, Phase 3, recorded on January 15, 2020, as Document No. 2020-152 (Slide D-177B) Deed Records of Wasco County, Oregon, lying in the Southeast ¼ of Section 32, Township 2 North, Range 13 East, City of The Dalles, Wasco County, Oregon.

**WHEREAS**, Applicant desires to so transfer and dedicate and the City desires to accept the Parcel subject to the terms of the deed of dedication attached to and made part of this Special Ordinance as Exhibit “A”.

**NOW, THEREFORE, THE COUNCIL OF THE CITY OF THE DALLES  
ORDAINS AS FOLLOWS:**

1. The City hereby accepts the Parcel in fee subject to the terms of the deed of dedication attached to and made part of this Special Ordinance as Exhibit “A”.
2. The City hereby authorizes the City Manager to execute the deed of dedication attached to and made part of this Special Ordinance as Exhibit “A”.
3. This Special Ordinance shall be effective 30 days after adoption.

**PASSED AND ADOPTED THIS 25<sup>TH</sup> DAY OF JULY, 2022,**

<b>Voting Yes</b>	Councilors:	_____
<b>Voting No</b>	Councilors:	_____
<b>Abstaining</b>	Councilors:	_____
<b>Absent</b>	Councilors:	_____

**AND APPROVED BY THE MAYOR THIS 25<sup>TH</sup> DAY OF JULY, 2022.**

\_\_\_\_\_  
Richard A. Mays, Mayor

*ATTEST:*

\_\_\_\_\_  
Izetta Grossman, CMC, City Clerk

**After recording return to:**

City Clerk  
City of The Dalles  
313 Court Street  
The Dalles, OR 97058

**Until a change is requested,  
send all tax statements to:**

City Clerk  
City of The Dalles  
313 Court Street  
The Dalles, OR 97058

**DEED OF DEDICATION**

Grantor:        **Whispering Pines Estates II, LLC**, *an Oregon limited liability company*  
5225 Chenowith Road  
The Dalles, OR 97058

Grantee:        **City of The Dalles**, *a municipal corporation of the State of Oregon*  
313 Court Street  
The Dalles, OR 97058

**KNOW ALL BY THESE PRESENTS**, Whispering Pines Estates II, LLC (**Grantor**) does hereby grant unto the City of The Dalles (**Grantee**), its successors in interest, and assigns, all the following real property (**Property**) in the County of Wasco, State of Oregon, to be used and held by Grantee for street, road, public right-of-way, and public utility purposes, bounded and described as follows, to wit:

Lot 26 of the plat of Whispering Pines Estates, Phase 3, recorded on January 15, 2020, as Document No. 2020-152 (Slide D-177B) Deed Records of Wasco County, Oregon, lying in the Southeast ¼ of Section 32, Township 2 North, Range 13 East, City of The Dalles, Wasco County, Oregon.

The Property is further depicted in **Assessor's Map No. 2N 13E 32DB** as **Tax Lot 4710** and is specifically labeled **Lot 26** in the diagram attached to and made part of this DEED OF DEDICATION as Attachment "A". The Wasco County Assessor's Certificate attesting to this real property transfer's compliance with House Bill 2127-A (2015) is attached to and made part of this DEED OF DEDICATION as Attachment "B".

The **true consideration** of this conveyance is for *other value given*, the receipt of which Grantor hereby acknowledges.

**TO HAVE AND TO HOLD**, the above described and granted Property unto Grantee, its successors in interest, and assigns **forever**; *provided, however*, if the City Council of the City of The Dalles affirmatively deems the Property unnecessary for a street connection to the west of the Whispering Pines Subdivision located in The Dalles, Oregon, by and through **January 15, 2030**, then all interests transferred herein shall revert back to Grantor, its successors in interest, or assigns upon recording of separate instrument duly executed by Grantee and recorded in the Deed Records of Wasco County at its expense.

Grantor hereby covenants to and with Grantee, its successors in interest, and assigns, Grantor is lawfully seized in fee simple of the above named Property, free from all encumbrances (no exceptions), and Grantor, its successors in interest, and assigns, shall warrant and forever defend the said Property against the lawful claims and demands of all persons claiming by, through, or under Grantor.

In construing this instrument and where the text so requires, the singular includes the plural and all grammatical changes shall be implied to make the provisions hereof apply equally to corporations and individuals.

**BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON TRANSFERRING FEE TITLE SHOULD INQUIRE ABOUT THE PERSON'S RIGHTS, IF ANY, UNDER ORS 195.300, 195.301 AND 195.305 TO 195.336 AND SECTIONS 5 TO 11, CHAPTER 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855, OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER 8, OREGON LAWS 2010. THIS INSTRUMENT DOES NOT ALLOW USE OF THE PROPERTY DESCRIBED IN THIS INSTRUMENT IN VIOLATION OF APPLICABLE LAND USE LAWS AND REGULATIONS. BEFORE SIGNING OR ACCEPTING THIS INSTRUMENT, THE PERSON ACQUIRING FEE TITLE TO THE PROPERTY SHOULD CHECK WITH THE APPROPRIATE CITY OR COUNTY PLANNING DEPARTMENT TO VERIFY THAT THE UNIT OF LAND BEING TRANSFERRED IS A LAWFULLY ESTABLISHED LOT OR PARCEL, AS DEFINED IN ORS 92.010 OR 215.010, TO VERIFY THE APPROVED USES OF THE LOT OR PARCEL, TO DETERMINE ANY LIMITS ON LAWSUITS AGAINST FARMING OR FOREST PRACTICES, AS DEFINED IN ORS 30.930, AND TO INQUIRE ABOUT THE RIGHTS OF NEIGHBORING PROPERTY OWNERS, IF ANY, UNDER ORS 195.300, 195.301 AND 195.305 TO 195.336 AND SECTIONS 5 TO 11, CHAPTER 424, OREGON LAWS 2007, SECTIONS 2 TO 9 AND 17, CHAPTER 855, OREGON LAWS 2009, AND SECTIONS 2 TO 7, CHAPTER 8, OREGON LAWS 2010.**

*The remainder of this page is intentionally left blank.*

//

//

//

**IN WITNESS WHEREOF**, Grantor has executed this DEED OF DEDICATION this \_\_\_\_\_ day of \_\_\_\_\_, 2022. The person(s) whose name(s) is/are subscribed to the within instrument acknowledge they executed the instrument in their legally authorized capacity(ies), and by their signature(s) on the instrument, the person(s) or the entity upon behalf of which the person(s) acted executed the instrument.

**GRANTOR**

\_\_\_\_\_  
Lorne H. Richman, President  
Whispering Pines Estates II, LLC

STATE OF OREGON            )  
  ) ss  
COUNTY OF \_\_\_\_\_ )

This instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 2022, by Lorne Richman, President of Whispering Pines Estates II, LLC.

Notary Public for Oregon \_\_\_\_\_  
My Commission Expires: \_\_\_\_\_

Accepted on behalf of **GRANTEE** pursuant to the provisions of **Special Ordinance No. 22-594**, adopted by the City Council of the City of The Dalles on July 25, 2022.

\_\_\_\_\_  
Matthew B. Klebes, City Manager

*ATTEST:*

\_\_\_\_\_  
Izetta Grossman, CMC, City Clerk

# PLAT OF WHISPERING PINES ESTATES, PHASE 3

TAX LOTS 02N-13E-32DB 4701, 4702 AND 4801  
 A REPLAT OF PARCELS 2 & 3, PARTITION PLAT 2016-0019,  
 PARCEL 2, PARTITION PLAT 2016-0020 AND VACATED  
 WEST 14TH. STREET AND GORDON COURT  
 IN THE SE1/4 OF SECTION 32, TWP. 2 N., RANGE 13 EAST, W.M.  
 CITY OF THE DALLES, WASCO COUNTY, OREGON

JANUARY 9, 2020

### OWNERS:

WHISPERING PINES ESTATES II, LLC  
 5255 CHENOWITH ROAD  
 THE DALLES, OREGON 97058  
 PH. (541) 298-8873  
 LORNE H. RICHMAN, PRESIDENT

### WASCO COUNTY SURVEYOR'S OFFICE

Survey No. 20-060

Filed 1/15/2020

By (PB)

### RECORDING INFORMATION

Wasco County Official Records 2020-000152  
 PLAT-SUB  
 Cnt#1 SIn#1 WASCO COUNTY 01/15/2020 10:20 AM  
 \$90.00 \$20.00 \$60.00 \$170.00



Lisa Gambree, County Clerk for Wasco County, Oregon, certify that the instrument identified herein was recorded in the Clerk records.



Document Number 2020-000152

Plat Number Subdivision

Slide Number D177B

LINE	BEARING	DISTANCE
L1	N 42°27'07" E	27.00'
L2	N 08°08'11" W	41.26'

SEE SHEET 3 FOR CURVE DATA

### INDEX:

- SHEET 1: OVERALL PLAN, INDEX, LEGEND LINE AND CURVE DATA SEE DETAIL (SHEET 2)
- SHEET 2: DETAIL, NARRATIVE AND SURVEYOR'S CERTIFICATE
- SHEET 3: REFERENCES, NOTES, CURVE AND LINE DATA
- SHEET 4: DEDICATION, SIGNATURE BLOCKS AND APPROVALS

MAP & TAX LOT	ACCOUNT No.
02N-13E-32DB 4701	18024
02N-13E-32DB 4702	18025
02N-13E-32DB 4801	18026

## Attachment A to Deed of Dedication Special Ordinance No. 22-594

### LEGEND:

- ⊙ SET 5/8"Ø X 30" REBAR WITH YELLOW PLASTIC CAP, "B BESEDA PLS 50800"
- ⊙ SET 1-1/2" ALUM. CAP INSCRIBED "B BESEDA PLS 50800" ON A 5/8"x10" REBAR FLUSH AT ROAD CENTERLINE
- ⊙ FOUND MONUMENTS, AS NOTED.
- CALCULATED CORNERS, NOT SET.
- ◆ SET BRASS SCREW AND WASHER, INSCRIBED "LS 50800"
- x- EXISTING FENCE LINE.
- REF.# SURVEY REFERENCE NUMBER
- FND. FOUND
- CALC. CALCULATED
- ( ) RECORD SURVEY OR DEED CALL
- MON. MONUMENT
- C.S.# COUNTY SURVEY NUMBER
- P.U.E. PUBLIC UTILITY EASEMENT
- R/W RIGHT OF WAY
- DOC. DOCUMENT
- N'LY NORTHERLY
- APPROX. APPROXIMATE
- PAR. PARTITION
- S.F. SQUARE FEET
- (E) EXISTING
- DED. DEDICATED

### LEGEND:

- ① FOUND & HELD 5/8" REBAR WITH YELLOW PLASTIC CAP PER REF.#4
- ② FOUND & HELD 5/8" REBAR WITH YELLOW PLASTIC CAP PER REF.#6
- ③ REF.#5 MON. LOST IN DRIVEWAY CONSTRUCTION, SET BRASS SCREW AT REF.#5, POSITION IN CONCRETE DRIVEWAY.
- ④ FND. 5/8" REBAR PER REF.#10 ON-LINE N42°27'07"E-1.83' FROM LOT CORNER, WAS SET ON ORIG. R/W.
- ⑤ 5/8" REBAR PER REF.#10, NOT FOUND IN THIS SURVEY.
- ⑥ 5/8" REBAR PER REF.#11, NOT FOUND IN THIS SURVEY, WAS SET ON ORIG. R/W.

01/09/2020  
 REGISTERED PROFESSIONAL LAND SURVEYOR

*(Signature)*  
 OREGON  
 JULY 13, 1999  
 BENJAMIN B. BESEDA  
 50800

EXPIRES: 12/31/2021

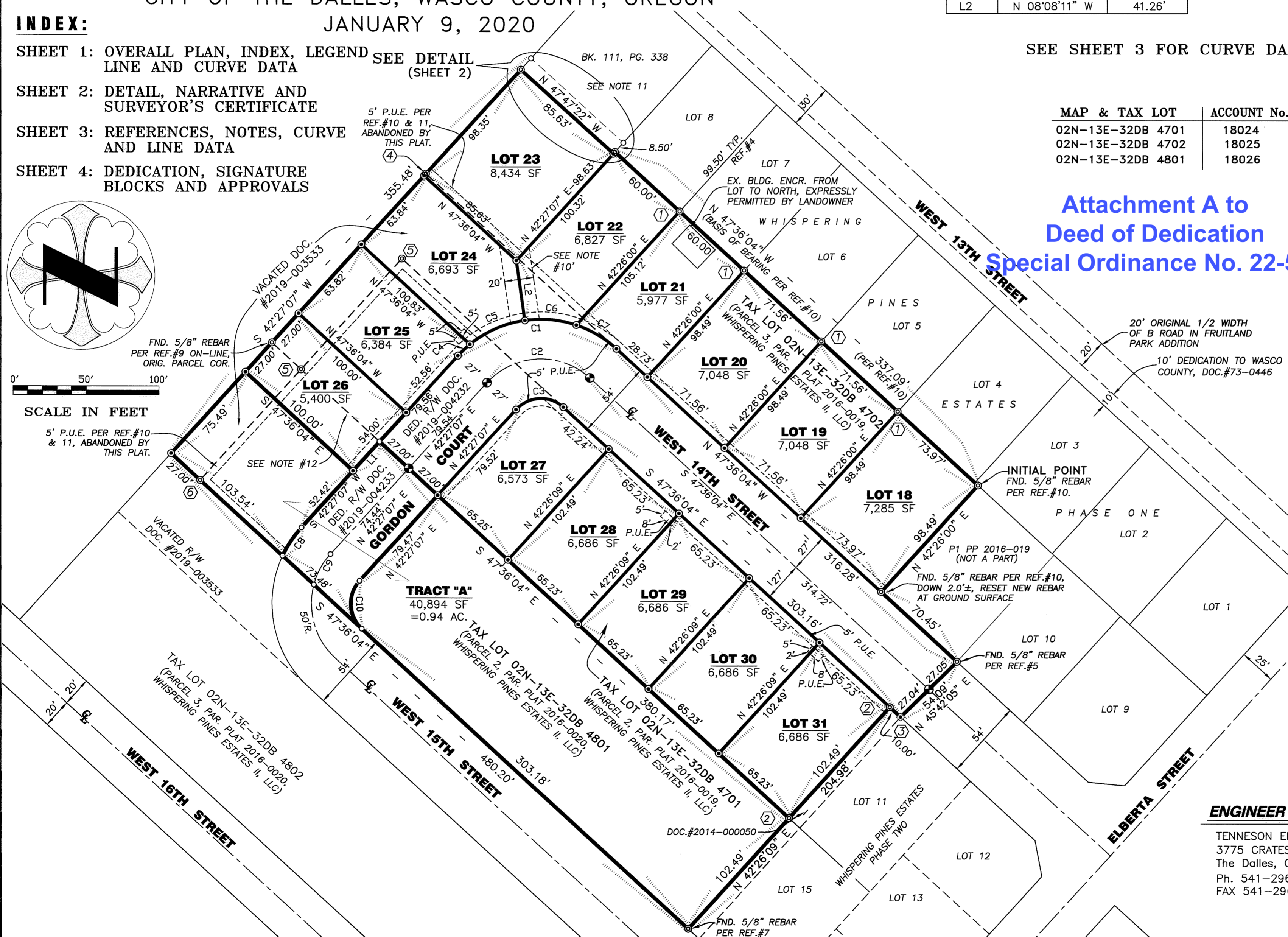
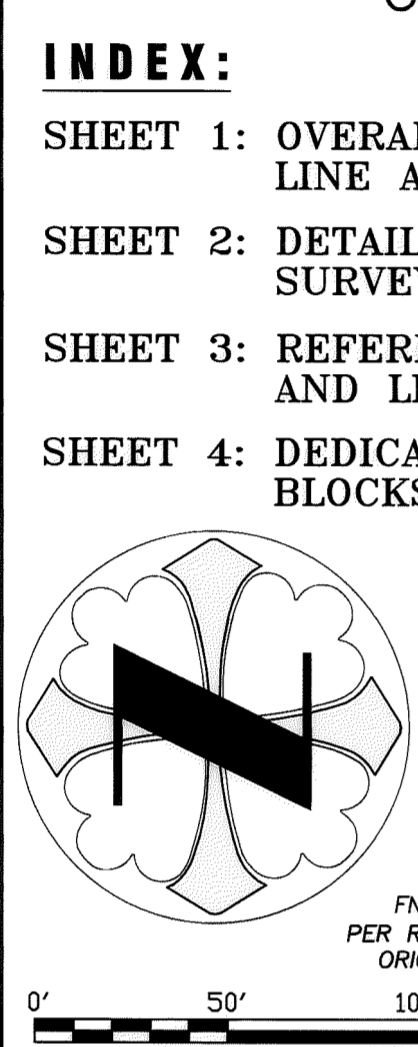
### ENGINEER / SURVEYOR:

TENNESON ENGINEERING CORP.  
 3775 CRATES WAY  
 The Dalles, Oregon. 97058  
 Ph. 541-296-9177  
 FAX 541-296-6657



SHEET 1 OF 4

W.O. #14673.Ph3.Plat





## AGENDA STAFF REPORT

### AGENDA LOCATION: Action Item #11D

**MEETING DATE:** July 12, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Matthew Klebes, City Manager

**ISSUE:** League of Oregon Cities (LOC) Legislative Priorities 2022

**BACKGROUND:** The League of Oregon Cities has provided their ballot of 2022 legislative priorities (attached) and is asking each City to provide their top five (5) issues for the upcoming legislative session.

As in previous years, the Leadership Team has reviewed and recommended 5 priorities to help start the Council's discussion. The City Council has the final decision on which priorities to submit on behalf of the City. The LOC Legislative Priorities Ballot also provides space to submit written comment, "supportive or critical" on any of the listed options.

Staff has selected the following issues:

- Local Funding to Address Homelessness
- Infrastructure Funding to Support Needed Housing
- Economic Development Incentives
- Transportation Safety Enhancement
- Infrastructure Financing and Resilience

**BUDGET IMPLICATIONS:** None at this time.

### **COUNCIL ALTERNATIVES:**

1. **Staff recommendation:** The City Council should review and discuss the list provided by League of Oregon Cities and choose five (5) items of highest priority.
2. Decline to identify items for the LOC Legislative Priorities list.



## 2023 Legislative Priorities Ballot

### Ballot Submitter's Information:

City name: \_\_\_\_\_

Submitter's Name: \_\_\_\_\_

Job Title: \_\_\_\_\_

Email Address: \_\_\_\_\_

Phone Number: \_\_\_\_\_

**Please check 5 boxes that reflect the top 5 issues that your city recommends be added to the priorities for the League's 2022 legislative agenda. To see full background information on each of these legislative issues go to:**

[https://www.orcities.org/application/files/6916/5532/9480/2023\\_Legislative\\_Priorities\\_Ballot\\_v.2.pdf](https://www.orcities.org/application/files/6916/5532/9480/2023_Legislative_Priorities_Ballot_v.2.pdf)

<input type="checkbox"/>	1. Full Funding and Alignment for State Land Use Initiatives
<input type="checkbox"/>	2. Local Funding to Address Homelessness
<input type="checkbox"/>	3. Infrastructure Funding to Support Needed Housing
<input type="checkbox"/>	4. Community Resiliency and Wildfire Planning
<input type="checkbox"/>	5. Protecting Public Employees and Officials
<input type="checkbox"/>	6. Return to Work
<input type="checkbox"/>	7. Attorney Client Privilege
<input type="checkbox"/>	8. Address Measure 110 Shortcomings
<input type="checkbox"/>	9. Building Decarbonization, Efficiency, and Modernization
<input type="checkbox"/>	10. Continue Investments in Renewable Energy
<input type="checkbox"/>	11. Investment in Community Climate Planning Resources
<input type="checkbox"/>	12. Adequate Funding for State Climate Initiatives
<input type="checkbox"/>	13. Property Tax Reform





## 2023 Legislative Priorities Ballot

14. Lodging Tax Flexibility
15. Economic Development Incentives (co-sponsor with the Community Development Committee)
16. Marijuana Taxes
17. Alcohol Revenues
18. Digital Equity and Inclusion
19. Resilient, Futureproof Broadband Infrastructure and Planning Investment
20. Incentives for Broadband Affordability, Adoption and Consumer Protections
21. Cybersecurity & Privacy
22. Transportation Safety Enhancement
23. Road User Fee – Vehicle Miles Traveled (VMT) Structure
24. New Mobility Services
25. Funding for Recovery of Abandoned Recreational Vehicles
26. Water Utility Rate and Fund Assistance.
27. Place-Based, Water Resource Planning (Program Support)
28. Infrastructure Financing and Resilience

Write-in Option: \_\_\_\_\_

**In addition to your ranking of the priorities shown above, please use this space to provide us with any comments (supportive or critical) you may have on these issues, or thoughts on issues or potential legislative initiatives that have been overlooked during the committee process.):**





## AGENDA STAFF REPORT

### AGENDA LOCATION: Discussion Item #12A

**MEETING DATE:** July 25, 2022

**TO:** Honorable Mayor and City Council

**FROM:** Alice Cannon, Community Development Director  
Matthew Klebes, City Manager

**ISSUE:** Vision 2040 Project Update and Next Steps

**RELATED COUNCIL GOAL:** B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication; Update The Dalles Vision Plan.

**BACKGROUND:** The City Council identified the Vision 2040 Update as its top goal at a goal-setting session in January 2021. The project kicked off in fall 2021. Staff and the project consultant, Barney & Worth, provided an update to City Council at the February 14, 2022 meeting.

Since that time, the project team hosted a virtual Town Hall with 138 attendees on March 9, 2022. Following that, the community was invited to prioritize goals identified at the Town Hall in an online survey. Over 600 community members responded in an online survey open to the public between April 5-18, 2022.

The project consultant will summarize the results of both the Town Hall and online survey during the July 25<sup>th</sup> City Council meeting. Working in consultation with the new City Manager, additional tasks have been proposed to the consultant's project scope of work to ensure that the City actively engages its governmental partners prior to final consideration/adoption by the City Council in the fall. A request for additional funds to complete the expanded project is a separate agenda item at the July 25 meeting.

**BUDGET IMPLICATIONS:** The project has exceeded original expectations with robust public involvement and has expended the original budgeted amount. A budget amendment in the amount of \$11,000 is required to provide sufficient funds for the

expanded scope of work and has been included on this agenda.

**COUNCIL ALTERNATIVES:**

1. **Staff recommendation:** This is a discussion item. Staff is asking for consensus of the Council to proceed as described by the City Manager and project consultant, Barney & Worth.

**ATTACHMENT:**

Community Vision Update Slide Deck/PowerPoint for July 25 City Council meeting.

# The City of The Dalles Community Visioning Update

---

July 25, 2022 · City Council Update



The Dalles  
**VISION**  
**2040**

# Overview of visioning process

---

Collect initial ideas  
& community input



FALL 2021

Refine & prioritize  
vision ideas



SPRING 2022

Develop actionable  
path forward



SUMMER 2022

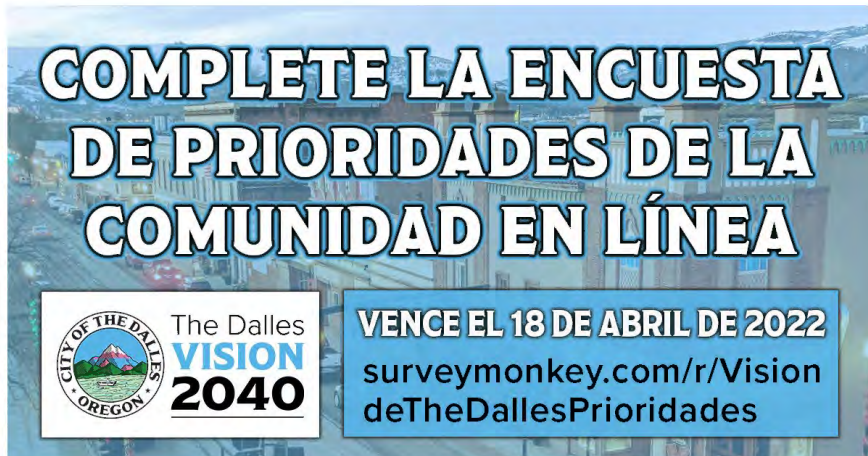
The Dalles  
**VISION**  
**2040**

# Spring 2022: gathering community input

---

## How we got the word out:

- ✓ Press release to local media
- ✓ City webpage, Facebook, and MailChimp announcements



## Who we heard from:

- Town hall participants:
  - 44% residents for 10+ years
  - 40% residents for 1-10 years
  - Three residents for 50+ years
- Survey participants:
  - 53% live or work in The Dalles
  - 36% own a local business

# March community town hall

Virtual town hall in English and Spanish March 9, 2022.

Community members:

- ✓ Heard highlights from initial community input
- ✓ Participated in City-led breakout room discussions
- ✓ Helped refine and prioritize initial visioning ideas



**138** TOWN HALL  
ATTENDEES



# April community survey



**Online survey in English and Spanish April 5-18, 2022.**

Community members:

- ✓ Shared views on visioning focus areas
- ✓ Weighed in on potential priorities for 2040
- ✓ Entered to win a prize



**The Dalles Vision  
2040: Community  
Priorities**

Share your views on The Dalles Vision 2040 and help shape our community for decades to come!

# 601

**SURVEY RESPONSES**

# What makes The Dalles special?

---

**46%**

BEAUTIFUL LOCATION

**32%**

RURAL, SMALL-TOWN FEEL



# Community goals for visioning

---

## Representative quotes:

- *“Actionable ideas that help guide the city and community invest in meaningful work that improves our quality of life”*
- *“Maintain our identity—while striving for progressive—positive—change”*
- *“Vibrant downtown; commercial, recreational, social hub of the Columbia Gorge”*
- *“More affordable housing options, updated school infrastructure, an updated tourist draw downtown, and a multigenerational community center”*

# Community focus areas for 2040

---

Top mentioned:



**ENHANCING  
EDUCATION**



**CREATING  
ECONOMIC VITALITY**



**PROVIDING  
RECREATION  
& OPEN SPACE**



**STRENGTHENING  
& SUSTAINING  
COMMUNITY LIFE**



**IMPROVING  
GOVERNANCE &  
INFRASTRUCTURE**

# Community input: enhancing education

---



## What's most important?

- Invest in modernizing school facilities
- Develop youth activity programs

## Why is this an important focus area?

- *“A good school district helps recruit young professionals”*
- *“Good higher education leads to better local business development”*
- *“Positive change comes from supporting our youth”*

# Community input: creating economic vitality

---



## What's most important?

- Affordable housing opportunities
- Mixed-use development to revitalize downtown core
- Help small businesses succeed

## Why is this an important focus area?

- *“Affordable housing is vital to attract and retain employees”*
- *“Need long-term planning to attract visitors and grow businesses”*

# Community input: providing recreation and open space

---



## What's most important?

- Equitable access to well-maintained parks
- Safe, well-maintained trails and paths

## Why is this an important focus area?

- *“Recreation helps define our community”*
- *“Outdoor recreation opportunities increase equity and access for all”*

# Community input: strengthening and sustaining community life

---



## What's most important?

- Promote family-friendly events
- Funding to preserve historic downtown

## Why is this an important focus area?

- *“Build a place of community for people of all ages”*
- *“Bring people together with art walks, movie nights, music in the park”*



# Community input: improving governance and infrastructure

---



## What's most important?

- Deliver projects like hospital campus and athletic complex
- Long-range strategies for diverse retail and housing

## Why is this an important focus area?

- *“Local governance working together and making a team effort is important—we’re too small to do it alone”*

# Summer 2022: actionable roadmap

---



Work session with key partner organizations to:

- Share priorities identified through community engagement
- Identify relevant initiatives and potential new projects
- Refine list of actions to include in Vision Plan

# Upcoming milestones

---

- Host partner work session to share vision results and look for opportunities to partner and align
- Edit Vision Plan to include near- and middle-term actions
- Final Vision Plan review and adoption by City Council in early fall

