

CITY of CASCADE LOCKS *AGENDA*

CITIZENS WISHING TO SPEAK TO COUNCIL PLEASE SIGN UP ON THE SIGN IN SHEET
JUST TO THE LEFT OF DOOR IN COUNCIL CHAMBERS

CITY COUNCIL MEETING, Monday, January 14, 2013, 6:30 PM, CITY HALL

****6:30 PM – Oath of Office for Mayor and Councilors/Reception for Mayor, Councilors,
and City Administrator****

Purpose: The City Council meets twice a month to conduct city business, make decisions and set policy and direction for the city organization and community.

1. **Call to Order/Pledge of Allegiance/Roll Call.**
2. **Additions or amendments to the Agenda.** (The Mayor or Presiding Officer may add items to the agenda after it is printed and distributed only when required by business necessity and only after an explanation has been given. The addition of agenda items after the agenda has been printed is otherwise discouraged).
3. **Adoption of Consent Agenda.** (Consent Agenda may be approved in its entirety in a single motion. Items are considered to be routine. Any Councilor may make a motion to remove any item from the Consent Agenda for individual discussion.)
 - a. **Approval of Minutes of December 3, 2012 Work Session and December 10, 2012 Council Meeting.**
 - b. **Ratification of the Bills in the Amount of \$212,704.50.**
4. **Public Hearings.** None.
5. **Action Items:**
 - a. **Elect Council President.**
 - b. **Approve Resolution No. 1252 Authorizing Specific Staff Members and City Councilors to Sign Checks for the City of Cascade Locks; and Repealing Resolution No. 1232.**
 - c. **Approve Personal Services Contract with American Legal Publishing Corporation for Ordinance Codification.**
 - d. **Adopt Ordinance No. 419 Repealing Ordinance No's. 123, 152, and 346.**
 - e. **Approve 2013/2014 Budget Process and Format.**
 - f. **Approve Financial Policies.**
 - g. **Adopt Resolution No. 1253 Approving the Emergency Operations Plan for the City of Cascade Locks.**
 - h. **Adopt the Job Description for the City Council Sub-Committee on Finance and Operations, Establish the Sub-Committee and Make Appointments.**
 - i. **Adopt Plan for Filling Council Vacancy.**
6. **Appearance of Interested Citizens to Share a Variety of Perspectives on Issues Facing Our Community.** (Comments on matters not on the agenda or previously discussed)
7. **Reports and Presentations.**
 - a. **City Committees.**
 - b. **LGPI Transition Plan.**

(CONTINUED)

c. ICA Koch Report (handout).

- 8. Mayor and City Council Comments.**
- 9. Other matters.**
- 10. Executive Session as may be required.**
- 11. Adjournment.**

The meeting location is accessible to persons with disabilities. A request for an interpreter for the hearing impaired or for other accommodations for person with disabilities, should be made at least 48 hours in advance of the meeting by contacting the City of Cascade Locks office at 541-374-8484.

1. **Call to Order/Pledge of Allegiance/Roll Call.** CM Cramblett called the meeting to order at 7:00 PM. CM's Cramblett, Helfrich, Lewis, Lorang, Holmstrom and Storm were present. Mayor Masters was excused. Also present were ICA Koch, Deputy City Recorder Megan Webb, Glenda Groves, Bruce Fitzpatrick, City Attorney Alex Sosnkowski, Bill Milhaven, Shawn Buffington, Bryan Adams, David Olson, Adam Haas, Electrical Superintendent Tracy Hupp and Marsha Spellman.
2. **Additions or amendments to the Agenda.** None.
3. **Presentation of Proposals by Responding Firms.** ICA Koch gave a brief overview of how the meeting would go. Each firm gave their proposal presentation. (see attached exhibits A, B and C for the proposals)
4. **Deliberation and Further Clarifications.** CM Storm asked Gorge.net where their fiber would come from. Mr. Milhaven said they would prefer to work with a local company like Sawnet to bring in the fiber. CM Helfrich asked Gorge.net what they could do right now to upgrade the internet. Mr. Milhaven said he would work with Bryan at Sawnet to upgrade the wireless link to get more bandwidth. He said that could be done very quickly and there would be no cost to the City with their proposal. Mr. Buffington said another option could be to bypass the wireless link and bring in fiber with Sawnet.

CM Lorang said he is concerned with upgrading too much too quickly. He said it may be a bit overwhelming for the older community. He said he would like to see more of a smooth transition into increased offerings. Mr. Buffington said the concept of channelized TV will still be the same with their proposal. He said they would do away with the analog method and transition into an all digital method of delivery. He said all the customer would need was a new digital cable box. Mr. Milhaven said Gorge.net has an excellent tech support line that could assist customers with such things as hooking up their cable from the wall to the back of the box.

CM Lewis said he would like to see the City get out of the CATV business. He asked Sawnet how long this process would take. He said he thinks the Council should look at setting some benchmarks and timelines and if those aren't met there should maybe be some penalties. Mr. Adams said his proposal states 6 months to 1 year. He said Sawnet is not in favor of a smooth transition. He said it's just not a reality. He said it comes down to dollars and it would be simpler just to turn the old system off and bring up the new system. He said losing customers is a reality and we could always get them back.

CM Helfrich asked Mr. Olson what his thoughts were on these proposals. Mr. Olson said he believes the City is much better off than they were the first time they started talking about CATV RFQ's. He said the City should really look at inventorying the City to see what exactly is needed for telecommunications. He said key data points to look at is how many businesses are here, what do they need and how much are they willing to pay.

CM Cramblett asked if there was any way to have levels of costs for the new services. Mr. Buffington said that there could be tiered offerings. He said he couldn't say right now how much those would cost. He said the costs could stay close to what they are now or they could go up.

CM Storm asked each firm what the City's requirements would be. Ms. Spellman said that if they were selected, they would just need information from the City. She said they would do all of the research of what the City should look at and what company's the City should look at. She said it's all very dependant on how involved the City wants to be. Mr. Milhaven said with Gorge.net's proposal the City would not have to do much. He said there would be a few meetings to attend to discuss the paths that the City would like to take. He said Gorge.net would take over all operations including the customers and billing. Mr. Adams said their proposal states that they would fund the new system and that the City would take over in 6 months or so.

CM Holmstrom asked CA Sosnkowski about the regulating of fees for the CATV system. She said the bottom line is how much the City remains in the business. She said if the City runs the business, the Charter governs the rates. If the City does not run the business, the entity that does run the business is free to set rates. CM Holmstrom asked how far away from the business does the City need to be. CA Sosnkowski said the City can not run the business at all if the new entity is going to set their own rates. CM Helfrich asked if the City leases CATV property, is that keeping the City far enough away. CA Sosnkowski said yes because the City is not operating the system. Mr. Olson said keeping the business at arms length ensures that the City keeps a working relationship with the community to make sure they are happy with the services. He said an annual review could be written into an agreement to make sure of that.

CM Lewis asked what ES Tracy Hupp's opinion was. Mr. Hupp said he would like to see the City continue to own the CATV system. He said there is always the option of pulling the plug on the system if things don't work out. CM Lewis asked if the new system would still allow the City to run Channel 23. Mr. Milhaven said they could not give a definite answer but they would try to get that included. Mr. Haas said it could technically be done and would be very simple to do.

CM Cramblett asked Mr. Fitzpatrick and Mrs. Groves if they had any questions. Mr. Fitzpatrick asked how long this process would take. Mr. Adams said his proposal said his timeline would be 6 to 12 months. Mr. Milhaven said the internet upgrade would happen right away. He said the cable upgrade would only take as long as it took to get fiber ran and the IP cable installed.

CM Holmstrom asked how long of a commitment each firm would like from the City. Mr. Adams said he holds other franchise agreements that are 20 years. CA Sosnkowski said she would recommend a 10 year commitment.

5. **Council Consensus for the Next Steps.** ICA Koch handed out paper listing six options he believes the City should look at considering. (exhibit D). He said the Council should not make a final decision tonight but should come to a consensus of how the Council should move forward. CM Helfrich said he would like to move forward with option two and have the staff look at leasing out the system. CM Storm, Lorang, Cramblett, Lewis and Holmstrom all selected option two. CM Cramblett asked Mr. Fitzpatrick and Mrs. Groves what option they preferred. Mrs. Groves said she preferred option five. Mr. Fitzpatrick said he would like to consult with the Port and look at option five. CM Cramblett said the consensus was to move forward with option two.

CM Lewis said he would like to be able to move forward with option five. He said he is just not sure where the money would come from for things like paying Converge Communications. ICA Koch said he would talk with the Port and see what their interest is. ICA Koch said he would bring back specific recommendations to move forward around option two to one of the Council meetings in January.

11. **Adjournment. Motion:** CM Helfrich moved, seconded by CM Lorang, to adjourn the meeting. The motion was passed unanimously by CM's Cramblett, Helfrich, Lewis, Lorang, Storm, and Holmstrom. The meeting was adjourned at 8:43 PM.

Prepared by
Megan Webb, City Recorder

APPROVED:

Tom Cramblett, Mayor

1. **Call to Order/Pledge of Allegiance/Roll Call:** Council President Cramblett opened the meeting at 7:00 PM. CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm were present. Mayor Masters was excused. Also present were ICA Koch, City Recorder Kathy Woosley, Finance Officer Marianne Bump, City Attorney Ruben Cleaveland, Glenda Groves, Bruce Fitzpatrick, Richard Randall, Ken Hutton, Bob Walker, Pat Hesgard, Holly Howell, Don Haight, Irwin Swetnam, and Jim Winterbottom.
2. **Additions or amendments to the Agenda:** ICA Koch asked if Pat Hesgard could be allowed to make an announcement at this time.

Mrs. Hesgard stated the Lions were donating \$500 to the City for directional signs in the building, \$250 for the Giving Tree, and \$250 for the Volunteer Fire Department food baskets.

3. **Adoption of Consent Agenda:**
 - a. **Approval of Minutes of November 26, 2012 Council Meeting.**
 - b. **Ratification of the Bills in the Amount of \$ 224,947.32.**
 - c. **Proclamation with November 6, 2012 Election Results.**

CP Cramblett read the list of items on the Consent Agenda and then read the Proclamation with the election results. **Motion:** CM Helfrich moved, seconded by CM Lorang, to approve the Consent Agenda. The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm.

4. **Public Hearings:** None.

5. **Action Items:**

- a. **Approve Contract with Gordon Zimmerman as City Administrator.**

Motion: CM Storm moved, seconded by CM Lorang, to approve the contract with Gordon Zimmerman as new City Administrator effective January 1, 2013, as stipulated in the contract and authorizing the Mayor to sign the contract.

ICA Koch highlighted sections of the contract regarding wage, term length, vacation, and having Council priorities as an attachment to the contract.

The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm.

- b. **Adopt Planning Commission's Recommendation to Adopt Trail Plan.** Holly Howell stated the Port is very supportive of the Trail Plan. She said the Plan includes simple projects that can be completed. Ms. Howell said the graduate students from Portland State University did an incredible job with this and has been nominated for a national award. She said the Plan has been adopted by the Port Commission, the Tourism Committee, the Downtown Revitalization Committee and the Planning Commission.

Motion: CM Helfrich moved, seconded by CM Lorang, to adopt the Trail Plan as recommended by the Planning Commission. The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm.

CM Lorang asked if there would be an additional cost to add the document to the Comprehensive Plan. ICA Koch explained the document would be integrated as a reference in the Comprehensive Plan.

- c. **Approve Resolution No. 1251 Authorizing Waste Connections, Inc., d.b.a. Hood River Garbage, to Collect Solid Waste and Recycling Within the City of Cascade Locks; Setting Charges and Rates for Providing Such Services; and Repealing Resolution No. 1228.** **Motion:** CM Holmstrom moved, seconded by CM Helfrich, to approve Resolution No. 1251 authorizing Waste Connections, Inc., d.b.a. Hood River Garbage, to collect solid waste and recycling within the City of

Cascade Locks; setting charges and rates for providing such services; and repealing Resolution No. 1228. The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm.

d. Approve Personal Services Contract with Columbia Credit for Collection Services.

Motion: CM Storm moved, seconded by CM Lorang, to approve the personal services contract with Columbia Credit for collections services. The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm.

6. Appearance of Interested Citizens to Share a Variety of Perspectives on Issues Facing Our Community: None.

7. Reports and Presentations:

a. City Committees. None.

b. Review and Provide Direction for Proposed Finance and Operations City Council Sub-committee. ICA Koch said this committee would work similar to the Economic Development Subcommittee. He said establishing this committee would create a closer relationship with Council as to how the City operates its business. He explained that three Councilors would serve on this committee and would be selected at the first meeting in January.

c. Proposed Financial Policies. FO Bump went through the draft financial policies. CM Helfrich suggested something be included to avoid allowing small incremental expenditures in order to bypass the rules. CM Lewis suggested a drop dead date be established requiring all purchases to have purchase orders and to define "normal business". CM Lewis also suggested a policy of how expenditures made without purchase orders would be handled. CM Holmstrom suggested verbiage describing how annual contracts are handled.

Council discussed the timing of purchasing for the Tourism Committee and agreed that expenditures could continue to be approved by the City Administrator up to \$2,500 and expenditures above that would need Council approval.

d. ICA Koch Report (handout). ICA Koch gave his report. He expanded on how the discussions began with the Portland Boys and Girls Club with the effort to try and significantly improve the recreation program. He said the recreation program will be moving to the school building under the umbrella of the Community Education Program, which will provide professional recreational leadership for the youth.

ICA Koch said there would be an update at the first meeting in January on the status of the CATV proposals.

8. Mayor and City Council Comments: CM Helfrich congratulated the new Mayor and Council. He said that it has been an honor and privilege to serve on Council. CM Lorang also congratulated the new Mayor and Council. He wished everyone a Merry Christmas and a happy and prosperous New Year. CM Holmstrom said it has been great to serve with CM's Lewis, Helfrich and Mayor Masters. He said the Festival of Lights was a great event. CM Lewis congratulated the new Councilors and Mayor and wished them luck. CM Storm said he was proud to have worked with CM's Helfrich, Lewis, and Mayor Masters and thanked them for their service. He thanked the Lions for their donations. CP Cramblett said the Festival of Lights was a great event and well attended.

9. Other matters: Mr. Winterbottom of Hood River Garbage said they would like to match the Lions donations for the Giving Tree and the Fire Department food baskets.

CM Lorang said the Nestlé had also donated toward the Giving Tree. The Council thanked all for their donations.

CM Helfrich said all should remember families and friendships and to live for today. He wished everyone a Merry Christmas and a Happy New Year.

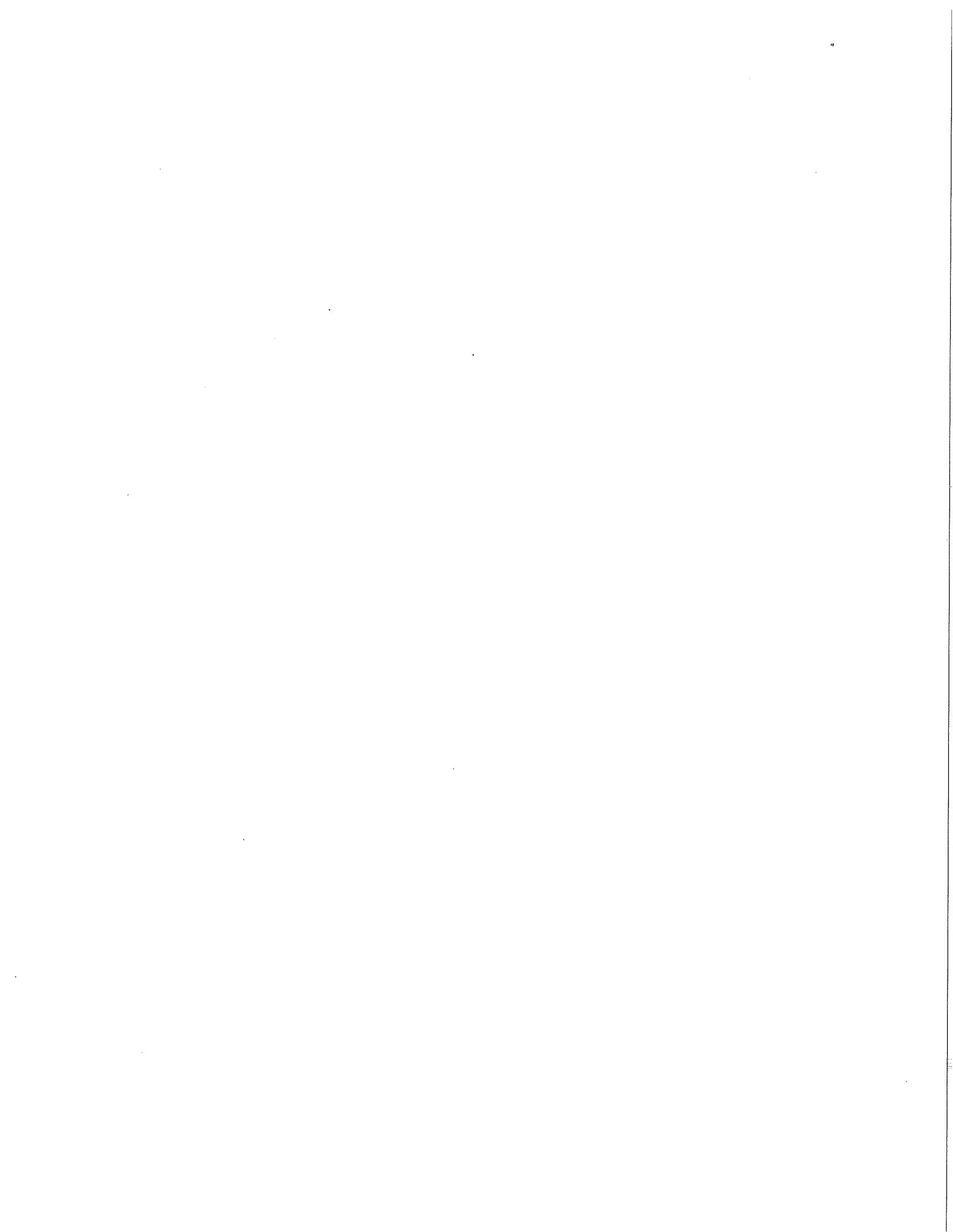
10. Executive Session as may be required: None.

11. Adjournment: Motion: CM Helfrich moved, seconded by CM Lorang, to adjourn. The motion was passed unanimously by CM's Cramblett, Holmstrom, Helfrich, Lewis, Lorang, and Storm. The meeting was adjourned at 8:03 PM.

Prepared by
Kathy Woosley, City Recorder

APPROVED:

Tom Cramblett, Council President



BLANKET VOUCHER APPROVAL

PAGE NO. 1

DEPARTMENT: CITY OF CASCADE LOCKS
COVER SHEET AND SUMMARY

DATE:	DESCRIPTION:	AMOUNT:
12/14/2012	Gross Payroll	\$ 48,880.49
12/17/2012	Mid-month AP	\$ 34,944.18
12/20/2012	Special AP	\$ 9,247.45
12/28/2012	Gross Payroll	\$ 32,977.08
12/31/2012	End of Month AP	\$ 86,655.30

GRAND TOTAL \$ 212,704.50

APPROVAL:

Mayor

Report Criteria:
Report type: GL detail

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3096	12/12	12/17/2012	20	16045	ADDYLAB	Water Sample Testing	2140562150	82.00
Total 3096:								
3097	12/12	12/17/2012	40	9906192888	AIRGAS	Cylinder Rental	0540562951	17.07
Total 3097:								
3098	12/12	12/17/2012	180	113012	ASIFLEX	Admin Fees	5140562110	3.75
Total 3098:								
3099	12/12	12/17/2012	6808	2058590	Barrett Business Services, Inc.	Period Ending 11/25	0140461155	208.80
3099	12/12	12/17/2012	6808	2058590	Barrett Business Services, Inc.	Period Ending 11/25	2140561155	208.80
3099	12/12	12/17/2012	6808	2064487	Barrett Business Services, Inc.	period Ending 12/02	0140461155	143.10
Total 3099:								
3100	12/12	12/17/2012	460	4657	BROWN & KY SAR, INC	General Consulting	5140562190	125.00
3100	12/12	12/17/2012	460	4660	BROWN & KY SAR, INC	911 Antenna Structure	5140562190	35.00
3100	12/12	12/17/2012	460	4664	BROWN & KY SAR, INC	Cost of Service Analysis	5140562190	1,907.10
3100	12/12	12/17/2012	460	4664	BROWN & KY SAR, INC	Cost of Service Analysis	5140562190	1,907.10
Total 3100:								
3101	12/12	12/17/2012	650	120312	CASCADE LOCKS CHEVRON (DBA)	misfire/tire rotation	5140562201	80.00
Total 3101:								
3102	12/12	12/17/2012	670	1212SSSS	CASCADE LOCKS LIGHT CO.	Senior Sewer Subsidy	0140862025	204.30
Total 3102:								
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	0140162082	129.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	0340562082	32.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	0540562082	27.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	2140562082	281.00

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	3140562082	205.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	4140562082	59.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	4140662082	32.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	5140562082	404.00
3103	12/12	12/17/2012	740	46199	CASELLE, INC.	January Support	5140662082	66.00
Total 3103:								1,185.00
3104	12/12	12/17/2012	4910	601304502	Charles Jones	Refund Deposit	5121130	192.15
Total 3104:								192.15
3105	12/12	12/17/2012	1540	61158-11301	DMV SERVICES STATE OF OREGON	Driving Records	0140162110	3.00
Total 3105:								3.00
3106	12/12	12/17/2012	1620	1965	EFFICIENCY SERVICES GROUP, LLC	Admin Fees	5140562139	750.00
Total 3106:								750.00
3107	12/12	12/17/2012	1670	2012-2240	EMERGENCY REPORTING	Quarterly Invoice	0540562113	567.00
Total 3107:								567.00
3108	12/12	12/17/2012	1930	1082-1015	FISHER COMMUNICATIONS INC	Programming	4140562740	144.30
Total 3108:								144.30
3109	12/12	12/17/2012	2020	1180308	GENERAL PACIFIC INC.	Lamps	5140562780	403.00
3109	12/12	12/17/2012	2020	1184139	GENERAL PACIFIC INC.	Parts	5140663670	256.00
Total 3109:								659.00
3110	12/12	12/17/2012	2080	1-4343352	GLOBALSTAR	Sat Phone	0540562050	27.43
Total 3110:								27.43
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	0140162110	13.65
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	0542162110	.81
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	2142162110	3.21

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	3142162110	3.75
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	4142162110	.43
3111	12/12	12/17/2012	2130	1399	Gorge Security Shred	Shredding	5142162110	28.15
Total 3111: 50.00								
3112	12/12	12/17/2012	2350	732037	HERITAGE OPERATING L.P.	Propane	0540562439	825.54
Total 3112: 825.54								
3113	12/12	12/17/2012	2660	474435	Hughes Fire Equipment, Inc.	Pump Testing	0540562448	351.25
3113	12/12	12/17/2012	2660	474436	Hughes Fire Equipment, Inc.	Pump Testing	0540562448	351.25
Total 3113: 702.50								
3114	12/12	12/17/2012	2680	110512	HUPP JR., TRACY N.	Reimburse Mileage	5140562020	38.16
3114	12/12	12/17/2012	2680	110512	HUPP JR., TRACY N.	Reimburse Mileage	5140562020	38.15
Total 3114: 76.31								
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0140162093	77.90
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0140262093	24.06
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0340562093	24.06
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0542162093	22.62
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	2142162093	57.55
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	3142162093	57.69
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	4142162093	39.84
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	5142162093	177.47
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0140162093	404.75
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0140262093	125.00
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0340562093	125.00
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	0542162093	117.50
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	2142162093	299.00
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	3142162093	299.75
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	4142162093	207.00
3115	12/12	12/17/2012	2970	121212	Koch Consulting, INC.	Interim CA Services	5142162093	922.00
Total 3115: 2,981.19								
3116	12/12	12/17/2012	4910	600143106D	Lana Arrington	Refund Deposit	5121130	114.44

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
Total 3116:								
3117	12/12	12/17/2012	3070	1500048000	LES SCHWAB TIRE CENTER	Tires	5140562201	500.40
3117	12/12	12/17/2012	3070	1500048000	LES SCHWAB TIRE CENTER	Tires	5140662200	.20
3117	12/12	12/17/2012	3070	1500048000	LES SCHWAB TIRE CENTER	Tires	5140662201	500.20
Total 3117: 1,000.80								
3118	12/12	12/17/2012	3100	8427039	LIFETIME	222Subs	4140562740	133.20
Total 3118: 133.20								
3119	12/12	12/17/2012	3110	9200	LOCAL GOVERNMENT	Human Resources Research	5140562190	3,924.32
Total 3119: 3,924.32								
3120	12/12	12/17/2012	3490	96-01-01 12/	MID-COLUMBIA ECONOMIC	Loan 96-01-01	4640562711	1,195.11
3120	12/12	12/17/2012	3490	96-01-01 12/	MID-COLUMBIA ECONOMIC	Loan 96-01-01	4640562712	323.57
3120	12/12	12/17/2012	3490	96-01-02 12/	MID-COLUMBIA ECONOMIC	Loan 96-01-02	4640562711	966.53
3120	12/12	12/17/2012	3490	96-01-02 12/	MID-COLUMBIA ECONOMIC	Loan 96-01-02	4640562712	299.03
Total 3120: 2,784.24								
3121	12/12	12/17/2012	3820	10599961	Norco, INC	oxygen	0540562351	52.39
3121	12/12	12/17/2012	3820	10679634	Norco, INC	Cylinder Rental	0540562351	55.80
Total 3121: 108.19								
3122	12/12	12/17/2012	4070	2110325	ONE CALL CONCEPTS, INC.	locate services	5140562110	13.65
Total 3122: 13.65								
3123	12/12	12/17/2012	4530	8331827	PAPE MACHINERY	Manual	5140562201	48.07
3123	12/12	12/17/2012	4530	8331827	PAPE MACHINERY	Manual	5140662201	48.07
Total 3123: 96.14								
3124	12/12	12/17/2012	6769	11-29-678	PARC Resources, LLC	City Planning	0140262075	1,043.00

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
Total 3124:								
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	0140162010	7.86
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	0140262010	1.11
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	0542162010	.15
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	2142162010	3.15
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	3142162010	3.12
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	4142162010	.93
3125	12/12	12/17/2012	4810	5634	PRINT IT	Name Plates	5142162010	13.68
Total 3125: 30.00								
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	0140162120	52.62
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	0540562120	31.33
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	2142162120	31.33
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	3142162120	25.05
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	4142162121	27.56
3126	12/12	12/17/2012	6780	15888758	Ricoh Americas Corporation	Lease	5142162121	68.91
Total 3126: 236.80								
3127	12/12	12/17/2012	4910	600143107D	Robert Talbert, II	Refund Deposit	5121130	269.19
Total 3127: 269.19								
3128	12/12	12/17/2012	5040	162	ROCKRANCH ENTERPRISES	Contract PW Super	0140262080	12.20
3128	12/12	12/17/2012	5040	162	ROCKRANCH ENTERPRISES	Contract PW Super	0140462080	186.60
3128	12/12	12/17/2012	5040	162	ROCKRANCH ENTERPRISES	Contract PW Super	0340562080	280.60
3128	12/12	12/17/2012	5040	162	ROCKRANCH ENTERPRISES	Contract PW Super	2140562080	451.40
3128	12/12	12/17/2012	5040	162	ROCKRANCH ENTERPRISES	Contract PW Super	3140562080	317.20
Total 3128: 1,220.00								
3129	12/12	12/17/2012	5160	70179	SAWTOOTH TECHNOLOGIES, LLC	Internet Service	4140662050	802.00
Total 3129: 802.00								
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	0140162100	511.00
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	0140262100	125.00

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	0542162100	16.00
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	2142162100	171.00
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	3142162100	286.00
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	4142162100	42.00
3130	12/12	12/17/2012	5460	120412	Sosnkowski & Cleaveland P.C.	Attorney Fees	5142162100	832.50
Total 3130:								1,983.50
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	0140162010	123.94
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	0140262010	16.66
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	FD Supplies	0540562010	55.44
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	2142162010	45.23
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	3142162010	40.44
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	4142162010	13.48
3131	12/12	12/17/2012	5510	8023880300	STAPLES CONTRACT & COMMERCIA	Office Supplies	5142162010	196.14
Total 3131:								490.33
3132	12/12	12/17/2012	5660	10229	TANNINEN REPAIR SERVICE LLC	Engine 93 Repair	0540562441	1,773.38
3132	12/12	12/17/2012	5660	10230	TANNINEN REPAIR SERVICE LLC	Medic 92 Repair	0540562441	160.00
3132	12/12	12/17/2012	5660	10231	TANNINEN REPAIR SERVICE LLC	B-97 Repair	0540562441	210.98
3132	12/12	12/17/2012	5660	10234	TANNINEN REPAIR SERVICE LLC	C-90	0540562441	1,291.80
Total 3132:								3,436.16
12171201	12/12	12/17/2012	3650	12110223	NATIONAL CABLE TELEVISION COOP.	Programming	4140562740	4,202.78 M
Total 12171201:								4,202.78
Grand Totals:								34,944.18

Report Criteria:
Report type: GL detail

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3133	12/12	12/20/2012	2420	6490	HOOD RIVER CO. - FINANCE	November Deputy Service	0141962250	7,261.00
Total 3133:								7,261.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	0140162100	258.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	0140262100	63.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	0542162100	8.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	2142162100	86.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	3142162100	144.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	4142162100	21.00
3134	12/12	12/20/2012	2860	88861	Jordan Ramis PC	Deferred Comp Review	5142162100	420.00
Total 3134:								1,000.00
3135	12/12	12/20/2012	3160	121912	MARIANNE BUMP/PETTY CASH	Reimburse Petty Cash	0140162055	11.17
3135	12/12	12/20/2012	3160	121912	MARIANNE BUMP/PETTY CASH	Reimburse Petty Cash	0140462540	27.78
3135	12/12	12/20/2012	3160	121912	MARIANNE BUMP/PETTY CASH	Reimburse Petty Cash	0140962024	9.00
3135	12/12	12/20/2012	3160	121912	MARIANNE BUMP/PETTY CASH	Reimburse Petty Cash	0540562020	2.00
Total 3135:								49.95
3136	12/12	12/20/2012	6730	1120121980	ZCORUM INC.	Internet	4140662730	936.50
Total 3136:								936.50
Grand Totals:								9,247.45

Report Criteria:
Report type: GL detail

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3143	12/12	12/31/2012	70	10003128	ALTEC INDUSTRIES, INC.	Bucket Truck Repair	5140562201	279.90
3143	12/12	12/31/2012	70	10003128	ALTEC INDUSTRIES, INC.	Bucket Truck Repair	5140662201	279.90
3143	12/12	12/31/2012	70	5013905	ALTEC INDUSTRIES, INC.	Bucket Truck Repair	5140662201	197.00
Total 3143: 756.80								
3144	12/12	12/31/2012	100	229515	American Public Power Association	Annual Dues	5140562090	504.04
3144	12/12	12/31/2012	100	229515	American Public Power Association	Annual Dues	5140662090	336.03
Total 3144: 840.07								
3145	12/12	12/31/2012	6798	17299	Aspect Consulting	Hydrogeologic Evaluation	2140562110	132.60
Total 3145: 132.60								
3146	12/12	12/31/2012	310	463-1041	Belo Management Services Inc.	Programming	4140562740	78.40
Total 3146: 78.40								
3147	12/12	12/31/2012	370	28652	BIO-MIED TESTING SERVICE	Annual Enrollment	0140462063	150.00
3147	12/12	12/31/2012	370	28652	BIO-MIED TESTING SERVICE	Annual Enrollment	5140662063	300.00
Total 3147: 450.00								
3148	12/12	12/31/2012	610	583006	CASCADE COLUMBIA DISTRIBUTION	Chlorine	2140562650	330.00
Total 3148: 330.00								
3149	12/12	12/31/2012	650	121712	CASCADE LOCKS CHEVRON (DBA)	Ambulance Tires	0540563047	1,326.00
3149	12/12	12/31/2012	650	122012	CASCADE LOCKS CHEVRON (DBA)	550 Repair	2140562441	407.00
3149	12/12	12/31/2012	650	122012	CASCADE LOCKS CHEVRON (DBA)	550 Repair	3140562441	407.00
Total 3149: 2,140.00								
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	0140162551	62.91
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	0140462551	704.27
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	0540562439	570.57

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	0840562071	28.80
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	1740562551	21.30
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	2140562070	1,026.21
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	2142162071	175.71
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	3140562070	1,929.89
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	4142162071	273.49
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	5140562800	21.30
3150	12/12	12/31/2012	670	12/12 UBS	CASCADE LOCKS LIGHT CO.	City Utilities	5142162071	283.58
Total 3150: 5,078.03								
3151	12/12	12/31/2012	790	313230273 1	CENTURYLINK	Fire Department Phones	0540562050	145.80
3151	12/12	12/31/2012	790	313401451 1	CENTURYLINK	WWTP	3140562050	114.95
3151	12/12	12/31/2012	790	313470082 1	CENTURYLINK	City Hall Phones	0140162050	122.31
3151	12/12	12/31/2012	790	313470082 1	CENTURYLINK	City Hall Phones	2142162050	163.47
3151	12/12	12/31/2012	790	313470082 1	CENTURYLINK	City Hall Phones	3142162050	89.85
3151	12/12	12/31/2012	790	313470082 1	CENTURYLINK	City Hall Phones	4142162050	65.50
3151	12/12	12/31/2012	790	313470082 1	CENTURYLINK	City Hall Phones	5142162050	138.54
3151	12/12	12/31/2012	790	313785538 1	CENTURYLINK	Sewer	2140562050	231.05
3151	12/12	12/31/2012	790	313891134 1	CENTURYLINK	Emergency/ After Hours	5140562050	41.49
3151	12/12	12/31/2012	790	313891134 1	CENTURYLINK	Emergency/ After Hours	5140562050	27.66
3151	12/12	12/31/2012	790	314228414 1	CENTURYLINK	Lift Station	3140562050	36.17
Total 3151: 1,176.79								
3152	12/12	12/31/2012	800	320153997 1	CENTURYLINK COMMUNICATIONS, IN	Business Anytime	2140562050	7.88
Total 3152: 7.88								
3153	12/12	12/31/2012	940	121712	CITY OF SPRINGFIELD	Ambulance Billing Service	0540562111	342.00
Total 3153: 342.00								
3154	12/12	12/31/2012	1120	A22591	COLUMBIA HARDWARE, LLC	concrete	5140562770	4.89
3154	12/12	12/31/2012	1120	A23230	COLUMBIA HARDWARE, LLC	silicone seal	5140562110	5.99
3154	12/12	12/31/2012	1120	A23345	COLUMBIA HARDWARE, LLC	gloves	5140562900	24.67
3154	12/12	12/31/2012	1120	A23375	COLUMBIA HARDWARE, LLC	gloves	5140562900	4.85
3154	12/12	12/31/2012	1120	A23510	COLUMBIA HARDWARE, LLC	lumber	5140562900	17.49
3154	12/12	12/31/2012	1120	A23775	COLUMBIA HARDWARE, LLC	ratchet	5140562900	7.99
3154	12/12	12/31/2012	1120	B28781	COLUMBIA HARDWARE, LLC	Magnetic Driver, screws	5140562900	22.59

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3154	12/12	12/31/2012	1120	B28807	COLUMBIA HARDWARE, LLC	fastener, silicone seal	5140562900	11.26
3154	12/12	12/31/2012	1120	B29293	COLUMBIA HARDWARE, LLC	tape	5140562900	2.39
Total 3154:								
								102.12
3155	12/12	12/31/2012	1530	8255-9217 1	DISH NETWORK	Programming	4140562740	406.00
Total 3155:								
								406.00
3156	12/12	12/31/2012	2320	5878459	HD Supply Waterworks, LTD.	Gasket Cap	5140562900	33.13
Total 3156:								
								33.13
3157	12/12	12/31/2012	2420	12/12 DL	HOOD RIVER CO. - FINANCE	Dog License 1705	0121011	25.00
3157	12/12	12/31/2012	2420	12/12 DL	HOOD RIVER CO. - FINANCE	Dog License 1705	0130143280	.50
Total 3157:								
								24.50
3158	12/12	12/31/2012	2570	121312	HOOD RIVER NEWS	Utility Maint Worker Ad	2140562030	85.00
3158	12/12	12/31/2012	2570	121312	HOOD RIVER NEWS	Utility/Maint Worker Ad	3140562030	85.00
Total 3158:								
								170.00
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	0140162093	404.75
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	0140262093	125.00
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	0340562093	125.00
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	0542162093	117.50
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	2142162093	299.00
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	3142162093	299.75
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	4142162093	207.00
3159	12/12	12/31/2012	2970	123112	Koch Consulting, INC.	Interim CA Services	5142162093	922.00
Total 3159:								
								2,500.00
3160	12/12	12/31/2012	3380	KPDX 12/12	Meredith Corporation	Retransmission	4140562740	67.20
3160	12/12	12/31/2012	3380	KPTV 12/12	Meredith Corporation	Retransmission	4140562740	145.60
Total 3160:								
								212.80
3161	12/12	12/31/2012	3920	648	NORTHWEST REQUIREMENTS UTILIT	Membership Dues	5140562030	786.00

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3161	12/12	12/31/2012	3920	648	NORTHWEST REQUIREMENTS UTILIT	Membership Dues	5140662030	524.00
3161	12/12	12/31/2012	3920	699	NORTHWEST REQUIREMENTS UTILIT	RiverPartners Support	5140562030	401.40
3161	12/12	12/31/2012	3920	699	NORTHWEST REQUIREMENTS UTILIT	RiverPartners Support	5140662030	267.60
Total 3161:								1,979.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	0140162030	15.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	0140262030	14.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	2142162030	4.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	3142162030	4.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	4142162030	2.00
3162	12/12	12/31/2012	3990	2013	OCPPDA	Membership Dues	5142162030	11.00
Total 3162:								50.00
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	0140162020	1.89
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	0140462330	132.54
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	0340562330	178.86
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	0540562420	495.87
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	0840562020	4.75
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	2140562330	97.65
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	2142162020	.55
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	3142162020	.39
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	4142162020	.05
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	5140562200	299.47
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	5140662200	299.46
3163	12/12	12/31/2012	4020	ME110228	ODOT-FUEL SALES	Fuel	5142162020	1.62
Total 3163:								1,513.10
3164	12/12	12/31/2012	4090	55567	OPERATIONS MANAGEMENT INTERN	January Services	3140562700	7,106.25
Total 3164:								7,106.25
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	0140162030	28.00
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	0140262030	26.00
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	2142162030	7.00
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	3142162030	6.00
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	4142162030	3.00
3165	12/12	12/31/2012	4270	121712	OREGON MAYORS ASSOC.	Membership Dues	5142162030	21.00

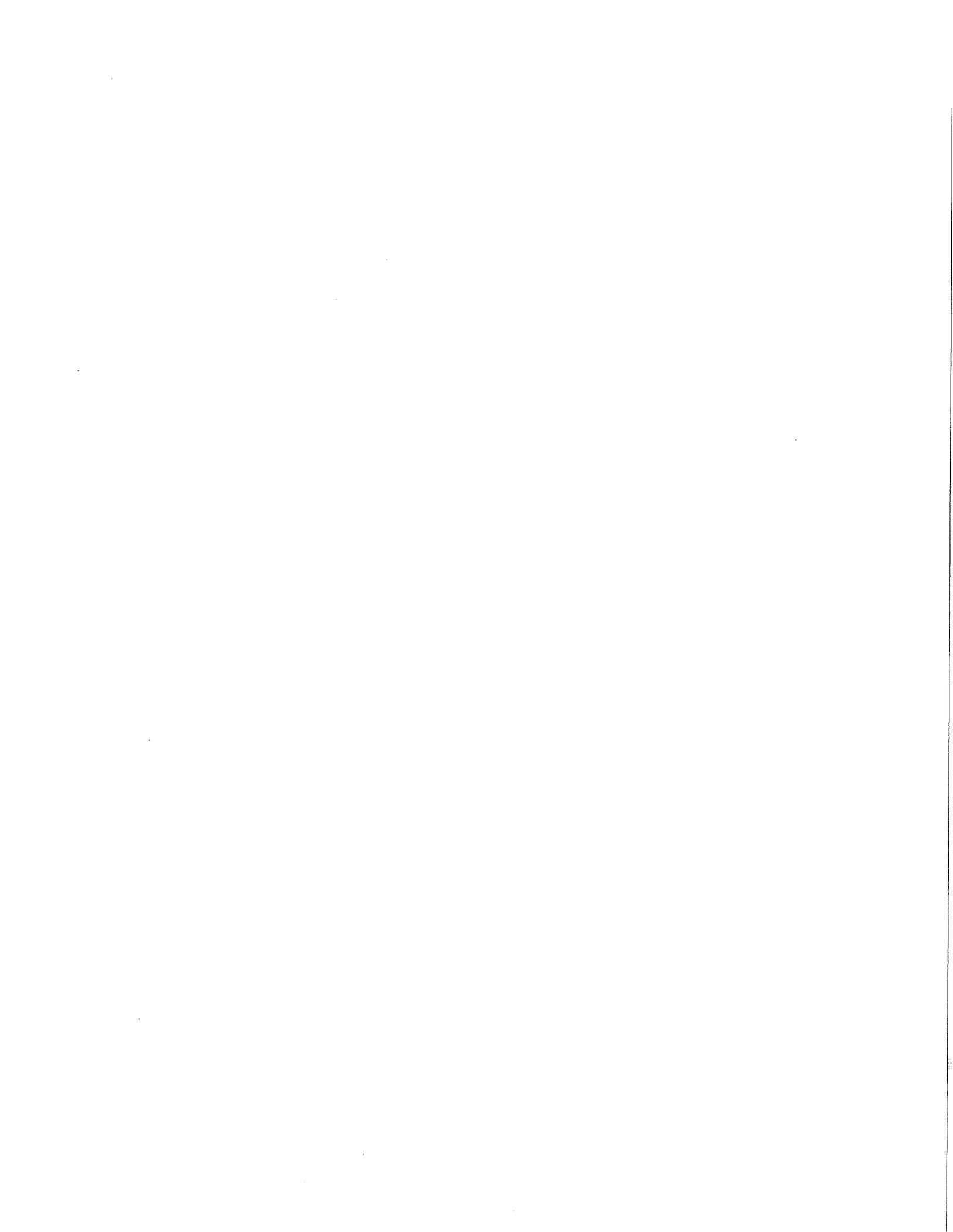
Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
Total 3165:								
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	0140162120	32.70
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	0540562120	19.46
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	2142162120	19.46
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	3142162120	15.57
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	4142162121	17.12
3166	12/12	12/31/2012	4620	9963274-DC	PITNEY BOWES - RENTAL	Rental	5142162121	42.81
Total 3166:								
3167	12/12	12/31/2012	4670	100019900R	PORT OF CASCADE LOCKS	Refund Overpmt 1000199.00	2140562870	147.12
Total 3167:								
3168	12/12	12/31/2012	4830	2013-08	PUBLIC POWER COUNCIL	Annual Invoice	5140562030	508.80
3168	12/12	12/31/2012	4830	2013-08	PUBLIC POWER COUNCIL	Annual Invoice	5140662030	339.20
Total 3168:								
3169	12/12	12/31/2012	4910	301886201D	Sally Bennett	Refund Deposit	5121130	167.50
Total 3169:								
3170	12/12	12/31/2012	5190	1663996	SEA WESTERN	Hoods	0540562350	167.50
Total 3170:								
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	0140162010	122.49
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	0140262010	1.39
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	2142162010	.18
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	3142162010	.51
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	4142162010	.45
3171	12/12	12/31/2012	5510	8023952300	STAPLES CONTRACT & COMMERCIA	Office Supplies	5142162010	.15
Total 3171:								
3172	12/12	12/31/2012	6070	834493	TWGW, INC NAPA AUTO PARTS	Filters, spark plugs	5140562201	4.89
3172	12/12	12/31/2012	6070	834493	TWGW, INC NAPA AUTO PARTS	Stc/tail pigtail	5140562201	112.23
Total 3172:								

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
3172	12/12	12/31/2012	6070	834493	TWGW, INC NAPA AUTO PARTS	Filters, spark plugs	5140562201	112.23
3172	12/12	12/31/2012	6070	835500	TWGW, INC NAPA AUTO PARTS	fuses	5140562201	6.22
3172	12/12	12/31/2012	6070	835506	TWGW, INC NAPA AUTO PARTS	switch/oil	5140562201	33.47
3172	12/12	12/31/2012	6070	835506	TWGW, INC NAPA AUTO PARTS	socket	5140562201	33.47
3172	12/12	12/31/2012	6070	835577	TWGW, INC NAPA AUTO PARTS	socket	5140562201	5.99
3172	12/12	12/31/2012	6070	836221	TWGW, INC NAPA AUTO PARTS	Starter	5140562201	169.71
3172	12/12	12/31/2012	6070	836819	TWGW, INC NAPA AUTO PARTS	Core Deposit Return	5140562201	55.00-
Total 3172:								424.29
3173	12/12	12/31/2012	6110	12/12 UBS	U.S. POSTAL SERVICE	UB Postage	0542162055	3.00
3173	12/12	12/31/2012	6110	12/12 UBS	U.S. POSTAL SERVICE	UB Postage	2142162055	26.00
3173	12/12	12/31/2012	6110	12/12 UBS	U.S. POSTAL SERVICE	UB Postage	3142162055	41.00
3173	12/12	12/31/2012	6110	12/12 UBS	U.S. POSTAL SERVICE	UB Postage	4142162055	15.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	5142162055	172.79
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	0140162110	104.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	0542162110	6.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	2142162110	24.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	3142162110	28.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	4142162110	3.00
3173	12/12	12/31/2012	6110	122712	U.S. POSTAL SERVICE	Annual Permit Fee	5142162110	215.00
Total 3173:								637.79
3174	12/12	12/31/2012	6818	5084	Wasco County Landfill	Contaminated Soil	5141562009	930.99
Total 3174:								930.99
3175	12/12	12/31/2012	6480	A130214	WESTERN ELECTRICITY	2013 Assessment	5140562030	709.80
3175	12/12	12/31/2012	6480	A130214	WESTERN ELECTRICITY	2013 Assessment	5140562030	473.20
Total 3175:								1,183.00
3176	12/12	12/31/2012	6690	122612	WOOSLEY, KATHY	Reimburse Mileage	0140162020	8.14
3176	12/12	12/31/2012	6690	122612	WOOSLEY, KATHY	Reimburse Mileage	2142162020	2.39
3176	12/12	12/31/2012	6690	122612	WOOSLEY, KATHY	Reimburse Mileage	3142162020	1.69
3176	12/12	12/31/2012	6690	122612	WOOSLEY, KATHY	Reimburse Mileage	4142162020	.23
3176	12/12	12/31/2012	6690	122612	WOOSLEY, KATHY	Reimburse Mileage	5142162020	6.98

Check Issue Dates: 12/31/2012 - 12/31/2012

Jan 02, 2013 12:30PM

Check Number	GL Period	Check Issue Date	Vendor Number	Invoice No.	Payee	Description	GL Account	Amount
Total 3176:								
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	0140162870	10.00 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	0140162870	10.00 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	0540562050	30.00 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	4140562560	127.86 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	4140562560	69.99 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	4140562560	28.99 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	4140562560	24.99 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	5140562210	464.23 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	5140562770	233.91 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	5140562770	59.94 M
12311201	12/12	12/31/2012	6090	11/12 VISAS	U S BANK CC	November/Visas	5140562870	45.00 M
Total 12311201:								
								1,104.91
Total 12311202:								
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	0140162110	53.19 M
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	0542162110	3.14 M
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	2142162110	12.49 M
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	3142162110	14.60 M
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	4142162110	1.68 M
12311202	12/12	12/31/2012	6080	1536020610	U S BANK	Bank Fees	5142162110	109.82 M
Total 12311202:								
								194.92
Total 12311203:								
12311203	12/12	12/31/2012	440	NOV12-PWR	BPA	Power Bill	5140562820	37,360.00 M
12311203	12/12	12/31/2012	440	NOV12-PWR	BPA	Power Bill	5140562820	6,733.00 M
Total 12311203:								
								44,093.00
Total 12311204:								
12311204	12/12	12/31/2012	440	NOV12-TRN	BPA	Transmission Bill	5140562821	1,715.00 M
12311204	12/12	12/31/2012	440	NOV12-TRN	BPA	Transmission Bill	5140562821	7,804.00 M
12311204	12/12	12/31/2012	440	NOV12-TRN	BPA	Transmission Bill	5140562821	1,715.00 M
Grand Totals:								
								11,234.00
								86,655.30



STAFF REPORT

Date Prepared: 12/12/12

For City Council Meeting on: January 14, 2013

TO: Honorable Mayor and City Council

PREPARED BY: Kathy Woosley, City Recorder *KW*

APPROVED BY: ICA Koch *PK*

SUBJECT: Elect Council President

SYNOPSIS: City of Cascade Locks Charter Section 18. COUNCIL PRESIDENT. At its first meeting after this charter takes effect and at its first meeting in each odd numbered year, the Council shall elect a president from its membership. If the mayor is unable to function as mayor or is absent from a Council meeting, the president shall function as mayor. The president shall sign all approved documents and ordinances passed by the Council if the mayor fails to do so within a reasonable time. In the absence of both mayor and president, a mayor pro tem shall be elected from the councilors present. The president and mayor pro tem shall have a vote on all questions.

CITY COUNCIL OPTIONS:

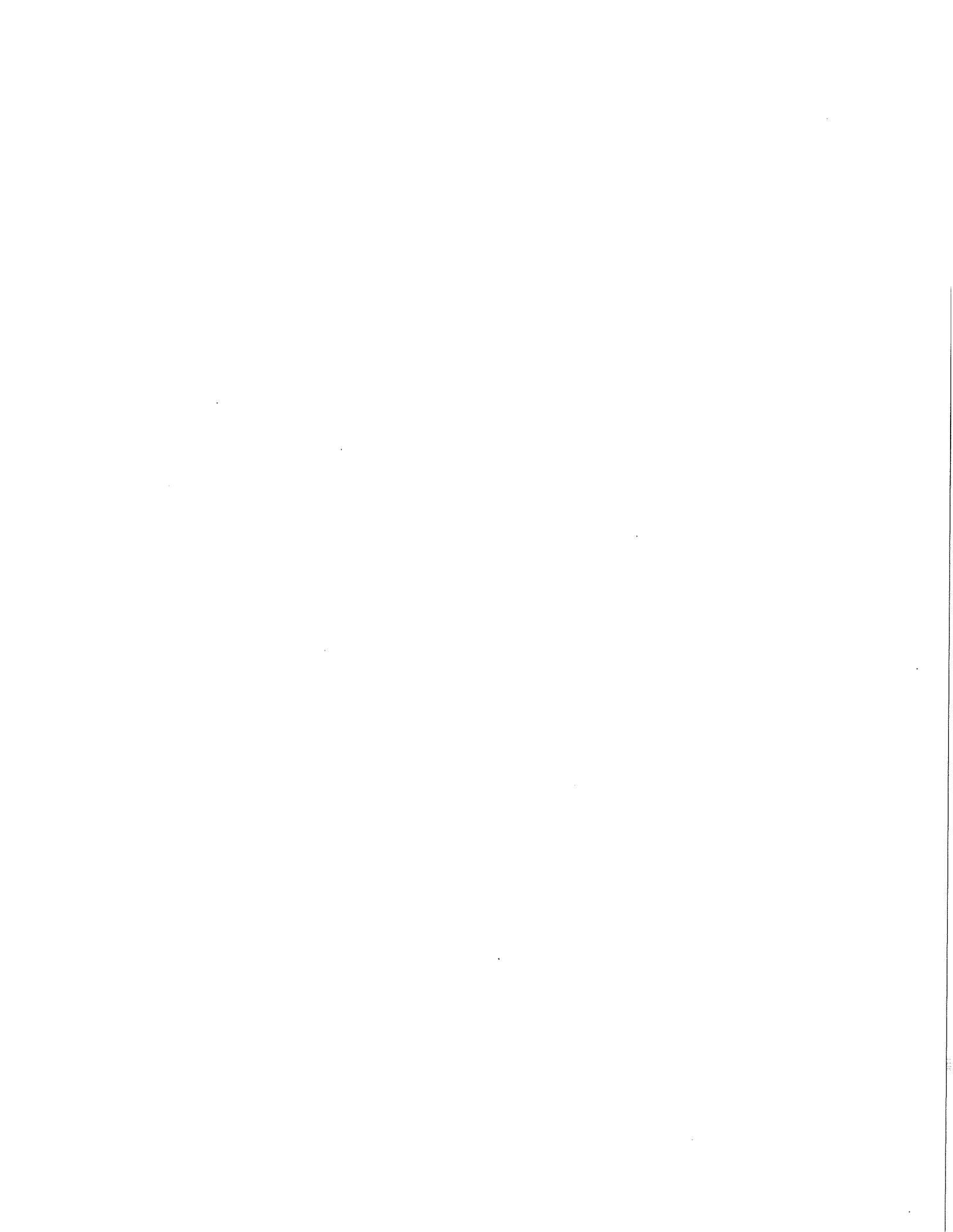
1. Nominate members and vote for a Council President.
2. Postpone this action to a later date.
3. Other action as desired by City Council. Options 2 and 3 would violate the terms of the City Charter.

RECOMMENDATION: That the City Council take action to select a City Council President for the next two years.

Legal Review: N/A

Financial Review and Status: N/A

Background Information: A copy of the pertinent Section 18 of the City Charter is attached for City Council information.



CHAPTER IV COUNCIL

Section 13. MEETINGS. The Council shall prescribe rules to govern its meetings and proceedings. The Council shall hold a regular Council meeting monthly in the City at a time and at a place designated by the Council and may meet at other times as provided for by the Council.

Section 14. QUORUM. A majority of the Council shall constitute a quorum for its business, but a smaller number may meet and compel the attendance of absent members in a manner provided by ordinance.

Section 15. RECORD OF PROCEEDINGS. A record of Council proceedings shall be kept. The results of all votes and the vote of each member of the Council by name shall be recorded.

Section 16. PROCEEDINGS TO BE PUBLIC. No action by the Council shall have legal effect unless the motion for the action and the vote by which it is disposed of take place at proceedings open to the public.

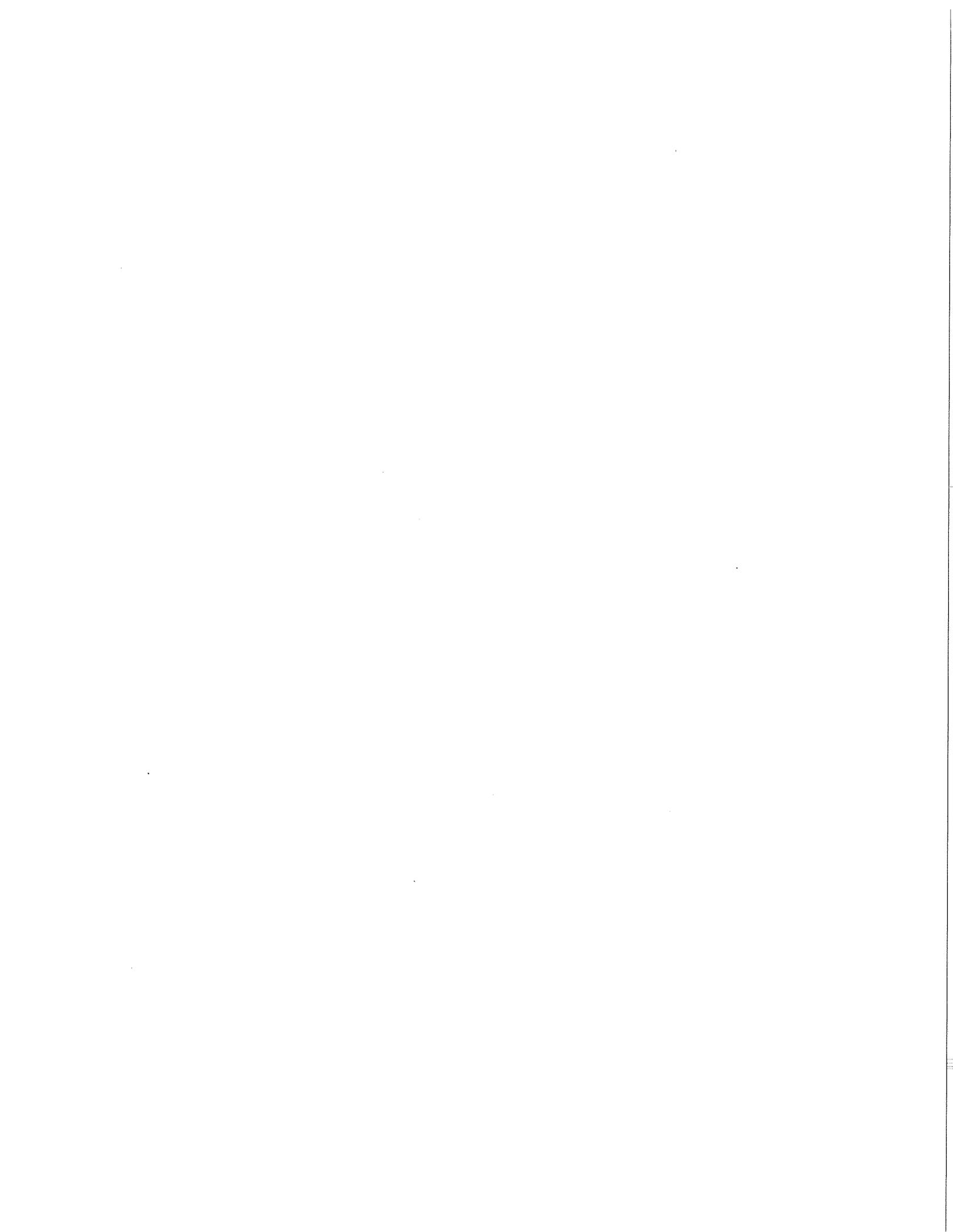
Section 17. MAYOR'S FUNCTIONS AT COUNCIL MEETINGS. The mayor shall preside over deliberations of the Council, preserve order, enforce Council rules and determine the order of business under the rules.

Section 18. COUNCIL PRESIDENT. At its first meeting after this charter takes effect and at its first meeting in each odd numbered year, the Council shall elect a president from its membership. If the mayor is unable to function as mayor or is absent from a Council meeting, the president shall function as mayor. The president shall sign all approved documents and ordinances passed by the Council if the mayor fails to do so within a reasonable time. In the absence of both mayor and president, a mayor pro tem shall be elected from the councilors present. The president and mayor pro tem shall have a vote on all questions.

Section 19. VOTE REQUIRED. Except as this charter provides otherwise, express concurrence of a majority (four members) of the Council is necessary to decide affirmatively any question before the Council.

CHAPTER V POWERS AND DUTIES OF CITY OFFICIALS

Section 20. MAYOR. The mayor shall appoint the committees provided by the rules of the Council. Other officials of the City shall be appointed and removed by the Mayor, with the majority vote of the Council. The mayor shall sign all approved documents and records of proceedings of the Council. The mayor shall have no veto power and shall sign all ordinances passed by the Council as this Charter prescribes.



STAFF REPORT

Date Prepared: 12/11/12

For City Council Meeting on: January 14, 2013

TO: Honorable Mayor and City Council

PREPARED BY: Kathy Woosley, City Recorder *KW*

APPROVED BY: ICA Koch *IK*

SUBJECT: Authorizing Check Signors

SYNOPSIS: With the 2012 election we have a new Mayor and Councilors. That will require a change in the names of those elected official authorized to sign checks on behalf of the City.

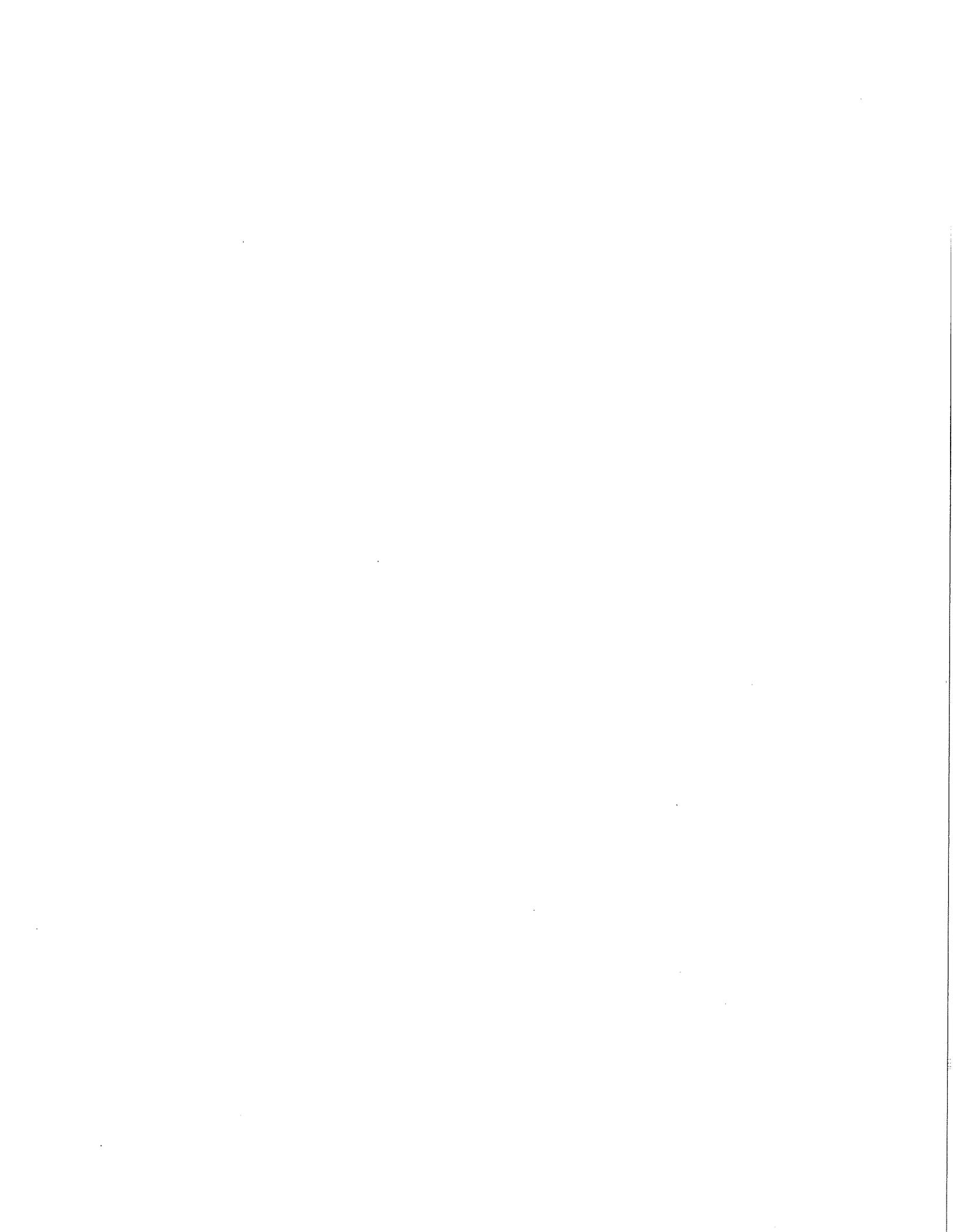
Staying consistent with current practice, it is recommended that the entire Council be authorized to sign checks. Finance Officer Bump will be in touch to obtain Council's signature on signature cards for the bank once the City Council acts.

CITY COUNCIL OPTIONS:

1. Approve Resolution No. 1252.
2. Do not take action at this time.
3. Take other action as desire by City Council.

RECOMMENDATION: That City Council, by motion, approve Resolution No. 1252 authorizing specific staff members and City Councilors to sign checks for the City of Cascade Locks; and repeal Resolution No. 1232.

BACK GROUND INFORMATON: A copy of Resolution No. 1252 is attached for City Council information.



RESOLUTION NO. 1252

A RESOLUTION AUTHORIZING SPECIFIC STAFF MEMBERS AND CITY COUNCILORS TO SIGN CHECKS FOR THE CITY OF CASCADE LOCKS; AND REPEALING RESOLUTION NO. 1232.

WHEREAS, Resolution No. 1232, adopted March 26, 2012, requires two signatures to validate each City check; and

WHEREAS, one of those signatures must be that of a City Councilor or Mayor and the other must be the City Recorder or City Administrator, unless the Mayor or City Councilors are not available, then the City Recorder, Finance Officer and City Administrator are authorized to sign the checks; and

WHEREAS, when the terms of the Mayor and Councilors expire and new officials are elected, changes to the list of persons authorized to sign City checks are required; and

WHEREAS, the City's financial institution requires that a resolution be in place identifying those specific individuals that have been granted authority to sign City checks;

THE COMMON COUNCIL FOR THE CITY OF CASCADE LOCKS, HOOD RIVER COUNTY, OREGON, RESOLVES AS FOLLOWS:

SECTION 1. Identification of Individuals Authorized to Sign City Checks. The City hereby authorizes the following individuals to sign City checks:

Tom Cramblett, Mayor
Gordon Zimmerman, City Administrator
Kathy E. Woosley, City Recorder
Marianne Bump, Finance Officer
Brad Lorang, City Councilor
Randy Holmstrom, City Councilor
Mark Storm, City Councilor
Glenda Groves, City Councilor
Bruce Fitzpatrick, City Councilor

SECTION 2. Revocation of Prior Authorization to Sign City Checks. Signors previously authorized, but not listed above, are no longer authorized to sign City checks.

SECTION 3. Repeal of Prior Resolutions. Resolution No. 1232 is hereby repealed.

SECTION 3. Effective Date. This resolution shall become effective upon adoption by the City Council and approval by the Mayor.

SECTION 4. Expiration. This resolution shall remain in effect until repealed by the City Council.

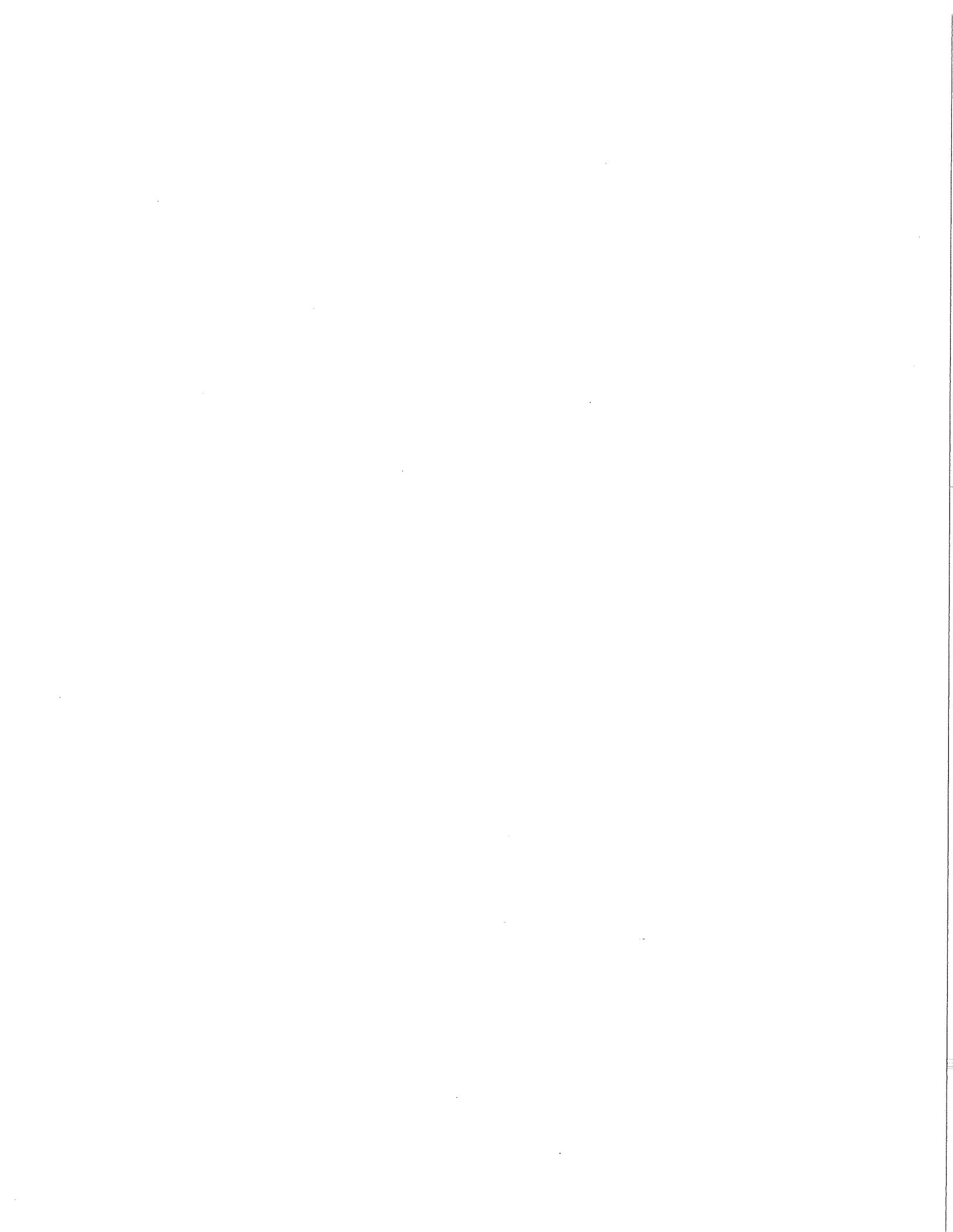
ADOPTED by the City Council this **14th** day of **January**, 2013.

APPROVED by the Mayor this **14th** day of **January**, 2013.

ATTEST:

Mayor

City Recorder



STAFF REPORT

Date Prepared: 12/12/12**For City Council Meeting on: January 14, 2013****TO:** Honorable Mayor and City Council**PREPARED BY:** Kathy Woosley, City Recorder *KW***APPROVED BY:** Paul Koch, ICA *PK***SUBJECT:** Approve personal services contract for codification of the ordinances.

SYNOPSIS: The 2012/2013 budget included \$5,500.00 to pay for 50% of the cost to complete a codification of City ordinances. The City Council approved the proposal from American Legal Corporation for codification of the ordinances. Legal Counsel prepared a personal services contract which is now coming before Council for formal action.

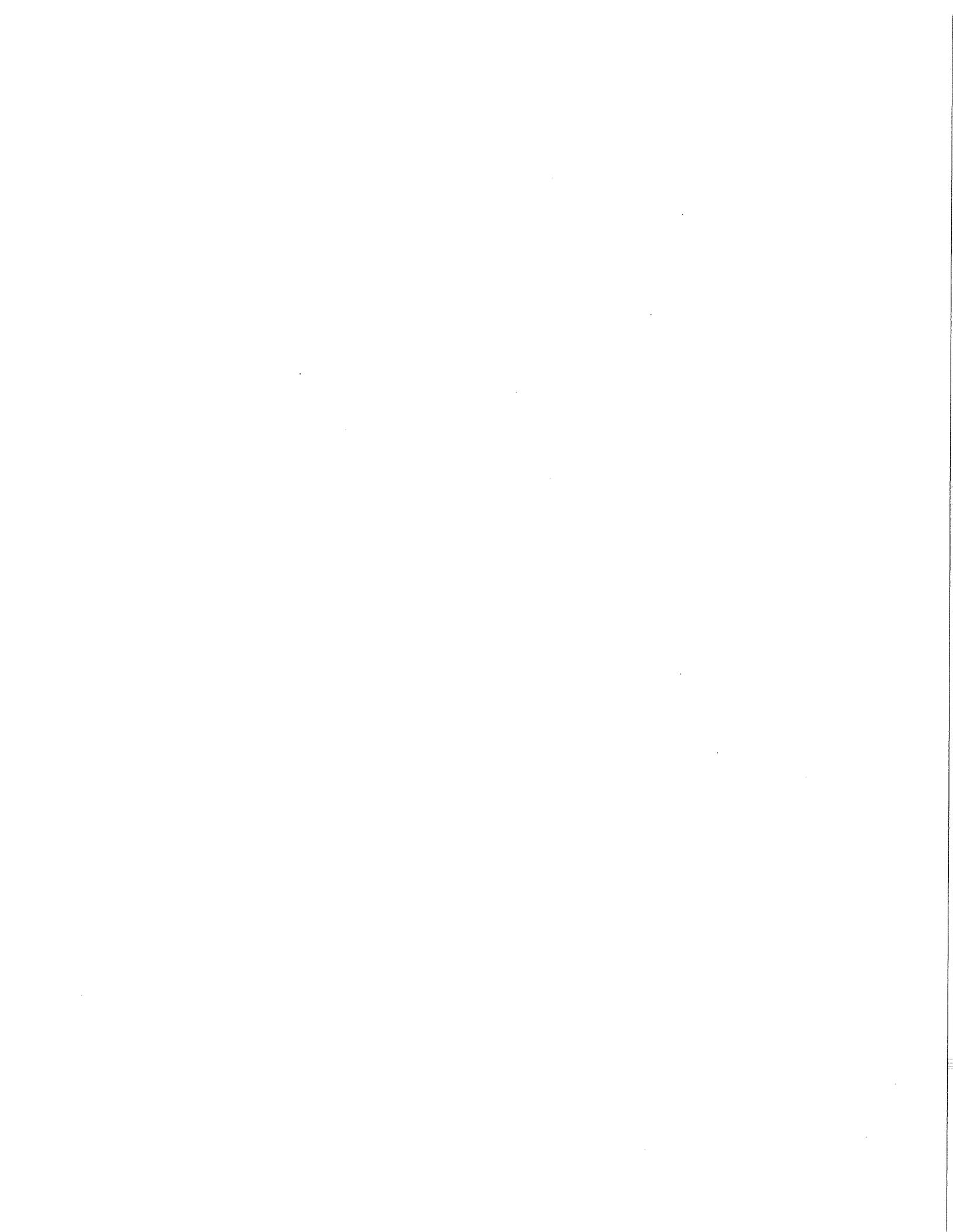
CITY COUNCIL OPTIONS:

1. Approve personal services contract with American Legal Publishing Corporation for codification of ordinances.
2. Take no action at this time.
3. Take action as desired by the City Council.

RECOMMENDATION: That Council, by motion, approve the personal services contract with American Legal Publishing Corporation for codification of ordinances in the amount of \$2,640.00 for the first phase of codification and authorize the Mayor to sign the contract.

Legal Review and Opinion: The personal services contract was written by the City Attorney.

Financial Review: The funds in the amount of \$5,500.00 are included in the adopted 2012/2013 budget in the Contracted Services Miscellaneous Spread Line Item 62110. This amount represents the estimated 50% of the total codification cost. The balance of the cost will be included in the FY 2013/2014 budget.





AMERICAN LEGAL
Publishing Corporation

432 Walnut Street, Suite 1200
Cincinnati, OH 45202-3907
1-800-445-5588

Invoice Date	Invoice No.	Ship Date
11/30/2012	90029	

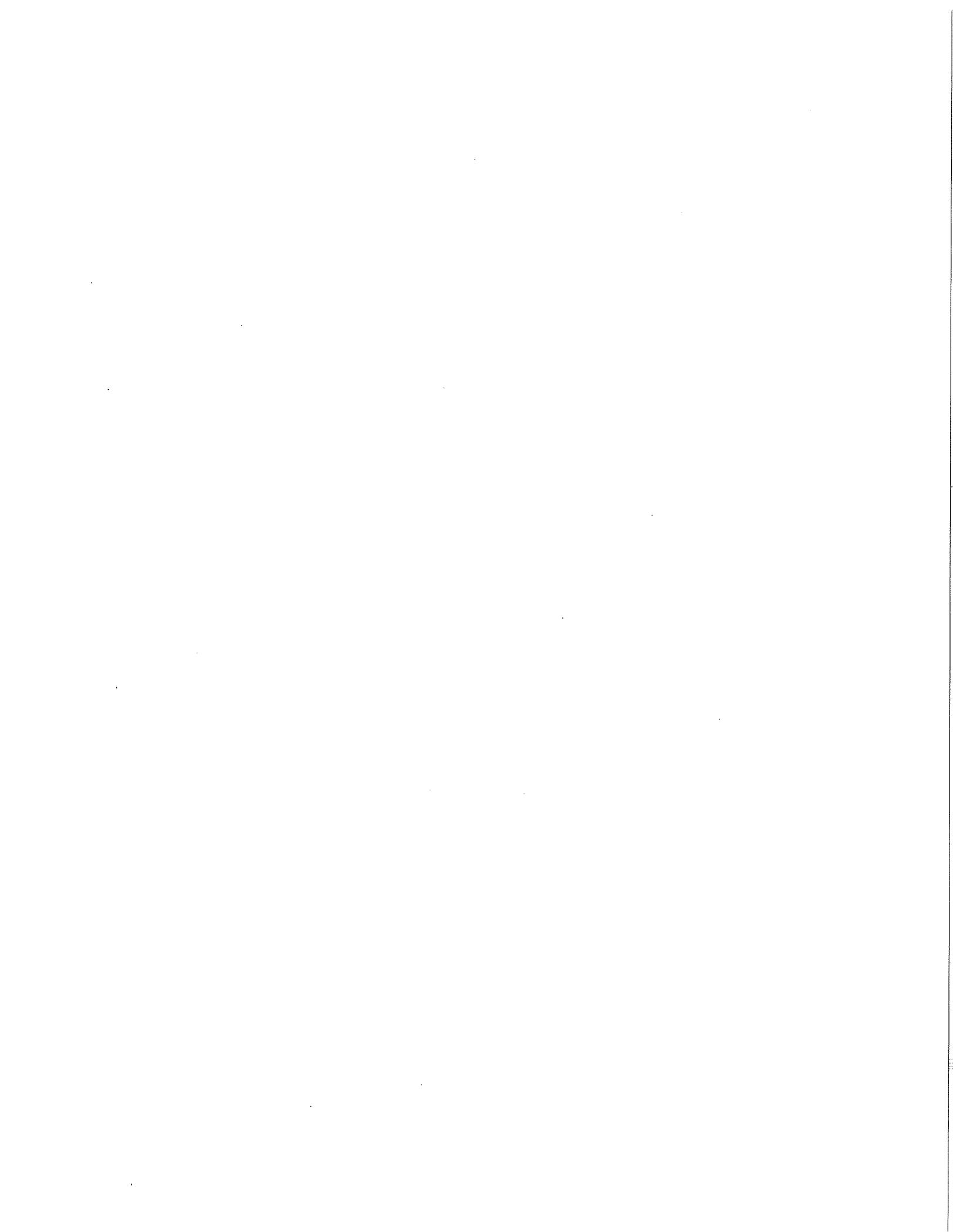
INVOICE

Billing Address:

City of Cascade Locks
Katherine Woosley, Recorder
PO Box 308
Cascade Locks, OR 97014

Terms: Due Upon Receipt	Customer ID: 00631	Shipped Via:	P.O. #:
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Qty. Ordered	Qty. Shipped	Description	Unit Price	Tax	Total (\$)
1	1	Cascade Locks, OR Code of Ordinances	0.00	0.00	0.00
1	1	First 40% Billing (Base price: \$6,600.00)	2,640.00	0.00	2,640.00
			Shipping & Handling		0.00
Please Return Copy with Payment <i>Your Prompt Payment Will Be Appreciated</i>			Please Pay This Amount		\$2,640.00



5. Compensation:

- a. Contractor shall be paid according to the pay schedule in Exhibit A, Section II(4)-(6).
- b. Optional services may be ordered and invoiced as provided in Exhibit A, Section IV.
- c. City will pay only for completed Work that is accepted by City.

6. Ownership of Documents: All documents and other work product created by Contractor pursuant to this Contract shall be the property of City.

7. Indemnification: CONTRACTOR SHALL DEFEND, SAVE, HOLD HARMLESS, AND INDEMNIFY THE CITY AND ITS OFFICERS, EMPLOYEES AND AGENTS FROM AND AGAINST ALL CLAIMS, SUITS, ACTIONS, LOSSES, DAMAGES, LIABILITIES, COSTS AND EXPENSES OF ANY NATURE WHATSOEVER, INCLUDING ATTORNEYS FEES, RESULTING FROM, ARISING OUT OF, OR RELATING TO THE ACTIVITIES OF CONTRACTOR OR ITS OFFICERS, EMPLOYEES, SUBCONTRACTORS, OR AGENTS UNDER THIS CONTRACT. Contractor shall not be held responsible for any claims, suits, actions, losses, damages, liabilities, costs and expenses directly, solely, and proximately caused by the negligence of City.

8. Insurance. Contractor shall, at its own expense, at all times during the term of this contract, maintain in force:

- 1. A comprehensive general liability policy including coverage for contractual liability for obligations assumed under this contract, products and completed operations and City's and contractor's protective insurance, subject to the limitations and exclusions otherwise provided in this contract;
- 2. A professional errors and omissions liability policy; and
- 3. A comprehensive automobile liability policy including owned and non-owned automobiles.

The coverage under each liability insurance policy shall be equal to or greater than the limits for claims made under the Oregon Tort Claims Act with minimum coverage of \$2,000,000 per occurrence (combined single limit for bodily injury and property damage claims). Provided, however, that coverage for professional errors and omissions liability may be for a minimum coverage of \$100,000. The coverage limits are subject to change in accordance with any changes in limits under the Oregon Tort Claims Act, or to the extent the City deems necessary to cover the City's liability in the absence of the Oregon Tort Claims Act.

Liability coverage shall be provided on an "occurrence" basis. "Claims made" coverage will not be acceptable, except for the coverage required by (2) above. The City shall be named as an additional insured (except for coverage required by 2 above).

Certificates of insurance acceptable to the City shall be filed with City prior to the commencement of any work by Contractor. Each certificate shall state that coverage afforded under the policy cannot be cancelled or reduced in coverage until at least 30 days prior written notice has been given to City. A certificate which states merely that the issuing company "will endeavor to mail" written notice is unacceptable.

9. Termination: This Contract may be terminated by either party by giving thirty days written notice to the other party.

10. Independent Contractor Status:

a. Contractor shall perform all Work as an independent Contractor. The City reserves the right (i) to determine and modify the delivery schedule for the Work and (ii) to evaluate the quality of the Work Product, however, the City may not and will not control the means or manner of Contractor's performance. Contractor is responsible for determining the appropriate means and manner of performing the Work.

b. Contractor understands and agrees that it is not an "officer", "employee", or "agent" of the City, as those terms are used in ORS 30.265.

c. Contractor is responsible for all federal or state taxes applicable to compensation or payments paid to Contractor under this Contract and, unless Contractor is subject to backup withholding, City will not withhold from such compensation or payments any amount(s) to cover Contractor's federal or state tax obligations. Contractor is not eligible for any social security, unemployment insurance or workers' compensation benefits from compensation or payments paid to Contractor under this Contract, except as a self-employed individual.

11. Assignment and Subcontracts: Contractor shall not assign this Contract or subcontract any portion of the work without the written consent of City. Any attempted assignment or subcontract without written consent of City shall be void. Contractor shall be fully responsible for the acts or omissions of any assigns or subcontractors and of all persons employed by them, and the approval by City of any assignment or subcontract shall not create any Contractual relation between the assignee or subcontractor and City.

12. Governing Law; Venue; Consent to Jurisdiction. This Contract shall be governed by and construed in accordance with the laws of the State of Oregon. Any claim, action, suit or proceeding between City and Contractor that arises from or relates to this Contract shall be brought and conducted solely and exclusively within the Circuit Court of Hood River County for the State of Oregon or, if the claim, action, suit or proceeding must be brought in a federal forum, then it shall be brought and conducted solely and exclusively within the United States District Court for the District of Oregon.

13. Merger Clause; Waiver. This Contract and attached exhibits, if any, constitute the entire agreement between the parties on the subject matter hereof. There are no

understandings, agreements, or representations, oral or written, not specified herein regarding this Contract. No waiver, consent, modification or change of terms of this Contract shall bind all parties unless in writing and signed by both parties and all necessary State approvals have been obtained.

14. Amendments. No amendment to this Contract is effective unless it is in writing signed by the parties.

CONTRACTOR, BY EXECUTION OF THIS CONTRACT, HEREBY ACKNOWLEDGES THAT CONTRACTOR HAS READ THIS CONTRACT, UNDERSTANDS IT, AND AGREES TO BE BOUND BY ITS TERMS AND CONDITIONS.

CONTRACTOR

CITY

By: _____
Title: _____

Tom Cramblett
Mayor

Approved as to form:

Ruben Cleaveland
Asst. City Attorney

American Legal Publishing Corporation
432 Walnut Street, 12th Floor
Cincinnati, Ohio 45202

City of Cascade Locks
P.O. Box 308
Cascade Locks, OR 97014

CODIFICATION AGREEMENT

May 16, 2011

WHEREAS, the City of Cascade Locks, a municipal corporation in the State of Oregon (hereinafter referred to as "Municipality"), has need of codification of its existing ordinances and resolutions, as well as other optional related services;

WHEREAS, American Legal Publishing Corporation; (hereinafter referred to as Publisher), an Ohio Corporation, desires to perform such services for Municipality.

NOW THEREFORE, in consideration of the mutual benefits to be derived from entering into and performing this Agreement and the mutual promises and covenants contained herein, the parties agree as follows:

I. THE PUBLISHER SHALL:

- (1) Examine the Municipality's Charter (if any), and prior code of ordinances or compilation (if any), and all ordinances or resolutions provided by the Municipality, select the materials to be codified, and provide the Municipality with a listing of materials to be included. The Municipality will provide clear copies of all materials necessary to perform the codification, including two clear and up to date copies of any previously published code of ordinances.
- (2) Review all materials selected for statutory conformity and conflict with existing state and federal law, as well as other ordinances and resolutions. Such conflicts will be brought to the attention of the Municipal Attorney.
- (3) Classify all ordinances and resolutions which are of a general and permanent nature into titles, chapters, and sections, according to subject matter. All ordinances repealed by implication, or which are outmoded or antiquated, shall be disposed of in accordance with the recommendations of the Municipal Attorney.
- (4) Make changes to effect uniformity of style and to correct typographical and spelling errors, grammar, and usage. Substantive changes shall not be made in the wording of the ordinances. Suggestions for additions or changes in the ordinances will be submitted to the Municipal Attorney.
- (5) Utilize its computerized storage system and staff of attorneys for research of appropriate higher law and program the entire Code of Ordinances (hereinafter referred to as "Code") into the computer memory system, with on-line storage provided on 3 1/2 inch magnetic archive diskettes or CD-ROM disks, to facilitate instant retrieval for future code updating.
- (6) Prepare title, chapter, and section headings.

- (7) Prepare a legislative history of each section, citing the ordinance number and date of passage of the current ordinance, as indicated on copies of ordinances supplied to the Publisher.
 - (8) Prepare a complete and comprehensive index to the Code.
 - (9) Prepare a table of contents and sectional analysis for each chapter.
 - (10) Prepare statutory cross-references to sections of the state statutes and references to other pertinent parts of the Code where applicable. These references shall appear at the end of the section to which they apply.
 - (11) Prepare Tables of Special Ordinances listing chronologically in groups those ordinances in certain subject areas that the Municipality and the Publisher mutually agree to be pertinent.
 - (12) Prepare Parallel Reference Tables showing:
 - (a) The disposition of ordinances (in numeric sequence) included in the codification (Ordinance to Code).
 - (b) A listing of code sections based on state statutes (Statute to Code).
 - (c) A listing of prior code sections incorporated into the new code if applicable (Old Code to New Code).
 - (13) Confer with the Municipal Attorney during the course of codification, whenever the Publisher or Municipal Attorney considers a conference necessary, to review the Publisher's work or to discuss proposed changes, additions, or deletions to existing ordinances.
 - (14) Provide the Municipality a consultation service, for:
 - (a) Updating ordinances in conflict with state and federal statutes;
 - (b) Providing model ordinances when requested.
 - (15) Deliver to the Municipality, within 6 months from receipt of the materials deemed necessary by the Publisher to begin the codification, one copy of a manuscript of the Code for the Municipality's examination.
 - (16) Hold a manuscript conference to make final corrections, additions, and deletions to the Code. Any of the pages of the manuscript may be changed at this time. After the final conference, no additional changes are to be made. Any further changes, additions, or deletions shall be made in the future supplements to the Code in accordance with IV(1) of this Agreement.
- When the manuscript, and any changes thereto made by the Municipality, is returned to the Publisher, such return of the manuscript shall be deemed final authorization by Municipality to publish the Code as returned.

If additional conferences are requested by the Municipality which require the travel of a member of the staff of Publisher, then the Municipality shall be advised what the additional cost, if any, for such conference will be.

- (17) Deliver to the Municipality, within 3 months of receipt of the corrected manuscript, 25 printed copies of the Code meeting the following specifications:
- (a) Type to be as shown in the attached Exhibit A or B, at the option of the Municipality;
 - (b) Margins to be justified.
 - (c) Printing to be typeset with boldface headings.
 - (d) Page size to be 8 1/2" x 11".
 - (e) Printed on high quality paper.
 - (f) All copies to be in hard cloth-covered, 3-ring or post, loose leaf binders. All binders shall have the Municipality's name stamped in gold and shall contain divider tabs.
- (18) Grant to the Municipality the right to reprint the Code of Ordinances, in whole or in part, at any time, for the purposes of the Municipality, and the right to distribute by sale, or otherwise, as the Municipality sees fit, notwithstanding any copyrighted material of the Publisher contained therein.

II. THE MUNICIPALITY SHALL:

- (1) Make available copies of all material necessary to complete the codification process.
- (2) Permit the copyright of the Code by the Publisher, as published pursuant to this Agreement, to protect the Publisher against the use of its classification, cross-references, index, and other material without its permission. This permission to copyright does not waive the Municipality's rights to all material as set out in Paragraph I (18) above.
- (3)
 - (a) Return to the Publisher a draft of an adopting ordinance and the manuscript of the Code including deletions or additions thereto within 60 days after receipt of manuscript.
 - (b) Future Ordinances Clause. The Publisher agrees to include in the final version of the Code all ordinances adopted by the Municipality up to the time the manuscript is originally due back to the Publisher under the provisions of (a) above. The Municipality agrees that any ordinances adopted after this date shall be included at the Publishers' supplement rates at the time of the inclusion of these ordinances into the code.

- (4) (a) Pay to the Publisher as a base price, the sum of \$6,600.00 for its services set out in Section I, payable as follows:

Forty percent (40%) due upon acceptance of this agreement.

Forty percent (40%) within 30 days after submission of the manuscript and invoice;

The balance within 30 days after delivery of the printed Code books and invoice.

- (b) The base price above is based upon a code of the following number of pages according to the format option of the Municipality. Should the final code number fewer or more pages than this estimate, the base price will decrease or increase accordingly at the time of final invoice:

FORMAT	NUMBER OF PAGES	DECREASE OR INCREASE
8 ½ X 11 Single column page	275	\$19.80 per page
8 ½ x 11 Double column page	225	\$24.20 per page

- (5) Pay to the Publisher the additional sum of \$10 per page for tabular pages in the Code or subsequent supplements that contain images, pictures, charts, tables or graphic designs.
- (6) Pay any invoices within 30 days of the invoice date. Invoices outstanding beyond the 30 day period shall be subject to a late payment equal to 1.5% of the unpaid balance per month, or part thereof.

III. DISTRIBUTION.

The Publisher shall ship by common carrier the number of codes or supplements ordered and the Municipality will be charged the Publisher's shipping and handling costs. The Municipality may direct that different portions of the shipment be made at various locations within the municipality at no additional cost.

IV. OPTIONAL SERVICES.

- (1) Five year supplemental service plan: At the option of the Municipality, as exercised in paragraph V below, for a period of five years after delivery of the Code;

- (a) The Publisher shall:

- I. Examine the ordinances and resolutions as submitted by the Municipality;

2. Incorporate those materials to be included in the Code according to the subject matter in the existing Code, or where there is no existing legislation on the subject, into a logical location in the Code.
3. Make necessary changes in wording of the materials to bring about uniformity of style and to correct typographical errors;
4. Prepare a legislative history of each affected section citing the ordinance or resolution number and date of passage of the ordinance or resolution;
5. Revise or make additional entries to chapter summaries, tables of special ordinances, cross-reference tables, and general index as necessary to reflect the incorporation of additional, changed or deleted material.
6. Advise the Municipality of changes in state statutes that materially affect provisions of the Code based upon such statutes and, unless otherwise directed by the Municipality, make changes in those provisions in order to bring the Code into conformity with same.
7. Deliver to the Municipality 25 printed copies of supplemental pages including an instruction sheet to insure correct replacement of pages.

(b) The Municipality shall:

1. Provide copies of each ordinance or resolution as it is enacted;
2. Pay to the Publisher the sum according to the format option chosen by the Municipality:

FORMAT	RATE
8 1/2 x 11 inch Single column page	\$19.80 per page
8 1/2 x 11 inch Double column page	\$24.20 per page

3. Update the Code of Ordinances at least once every 12 months;

(c) Term and Termination:

1. Either party has the right to terminate or alter the terms of the supplemental service plan at any time by serving written notice. This written notice shall be sent at least ninety days before the projected delivery date of the next supplement. Unless otherwise specifically agreed upon by the parties, the projected delivery date shall be the anniversary of the date the Municipality received the Code.

2. Upon completion of the five-year period, this agreement shall automatically renew itself from year to year except that either party may alter or cancel the terms of this agreement at any time upon ninety days written notice.

(2) Pamphlets. At option of the Municipality, as exercised in paragraph V below:

(a) Pamphlets, sized for 8-1/2 x 11 copy, containing component parts of a Code, such as the Charter, Traffic Code or Land Use Regulation when ordered prior to commencement of printing of the Code may be obtained at the following prices:

1-50 copies of pamphlet - .075 per impression (printed page)

51-75 copies of pamphlet - .070 per impression (printed page)

76+ copies of pamphlet - .065 per impression (printed page)

(b) Each pamphlet can be separately indexed, however, an additional charge for separate index will be mutually agreed upon.

(c) Vinyl 3 ring binders with Title and Municipality Name stamped thereon: \$6.00 per binder.

(3) Additional Copies of Code. If ordered prior to commencement of the printing of the Code, the Municipality, at its option exercised in paragraph V below may purchase additional copies of the Code at \$40.00 per copy.

(4) Payment:

Payment for optional services shall be made by Municipality to Publisher within 30 days of delivery and invoice. Invoices remaining unpaid beyond 30 days from the invoice shall be subject to a late payment penalty of 1.5% of the unpaid balance per month, or part thereof.

V. EXERCISE OF OPTIONS. The Municipality, by the initials of the person executing the agreement on its behalf, exercises the following options:

(1) Format: (Initial one only).

(a) Single-column format as shown in Exhibit A

HW
initial

(b) Double-column format as shown in Exhibit B

initial

(2) Five year supplemental service plan as provided in paragraph IV(1)

HW
initial

(3) Pamphlets, as provided in paragraph IV(2), to cover the following subjects:

					Initial
Charter	50	75	100	YES	_____
Traffic and General Offenses Code	50	75	100	YES	_____
Zoning Code	50	75	100	YES	_____
Subdivision	50	75	100	YES	_____
Combined Land Use Regulations	50	75	100	YES	_____
Other_____	50	75	100	YES	_____
Vinyl Binders for above				YES	_____
Index Pamphlets above				YES	_____

(4) Additional copies of Code as provided in paragraph IV (3).

Number Ordered

Initial

(5) FOLIO VIEWS software (\$655.00)

(Provides a disk version of the Code of Ordinances with a search and retrieval program for use on the Municipality's computer system. \$295 for annual update.)

Initial

(6) CODE ON INTERNET (\$395 annual fee)

HW
Initial

(Places and maintains Folio Views version of the Code of Ordinances on the Publisher's Web Site with a "seamless" link to the Municipality's Web Site.)

VI. TRANSMITTAL AS OFFER:

The transmittal of this Agreement to Municipality unexecuted by Municipality is an offer by Publisher to perform the stated services at the price and upon the terms and conditions herein and shall be subject to acceptance by Publisher's receipt of the agreement executed by Municipality no later than August 31, 2011 unless such date is extended in writing by Publisher.

IN WITNESS WHEREOF the parties to this contract have hereunto set their hands on the date(s) indicated:

IN THE PRESENCE OF:

Robert Wiley
City Recorder

THE MUNICIPALITY OF:

City of Cascade Locks

BY:

[Signature]

TITLE Mayor

DATE 11/30/12

IN THE PRESENCE OF:

AMERICAN LEGAL PUBLISHING CORPORATION

BY _____

Stephen G. Wolf

TITLE: President

DATE: _____

STAFF REPORT

Date Prepared: 12/28/12

For City Council Meeting on: January 14, 2013

TO: Honorable Mayor and City Council

PREPARED BY: Kathy Woosley, City Recorder *KW*

APPROVED BY: ICA Koch *PK*

SUBJECT: Ordinances to be repealed.

SYNOPSIS: In preparation for codification of City ordinances, it is advisable to repeal or eliminate unnecessary or duplicative city ordinances. Staff has completed a review of current ordinances and proposed the following ordinances be repealed.

1. **ORDINANCE NO. 123** – AN ORDINANCE CREATING THE OFFICE OF CITY TREASURER, DEFINING THE DUTIES THEREOF, AND REPEALING **ORDINANCE NO. 3**.

2. **ORDINANCE NO. 152** – AN ORDINANCE PROVIDING FOR THE OPERATION, MAINTENANCE AND DEVELOPMENT OF A CASCADE LOCKS HISTORICAL MUSEUM; THE ESTABLISHMENT OF A MUSEUM COMMISSION; AND THE POWERS OF THE COMMISSION.

3. **ORDINANCE NO. 346** – AN ORDINANCE AUTHORIZING THE CITY ORDINANCE ENFORCEMENT OFFICER TO ACT ON BEHALF OF THE CITY IN THE ENFORCEMENT OF CITY ORDINANCES; AND DECLARING AN EMERGENCY.

All current ordinances will be forwarded to American Legal Publishing for codification. These are ordinances that are no longer current or valid. City Attorney Sosnkowski is working on a procurement ordinance for the City that will meet the City's needs and will be before Council at a future meeting.

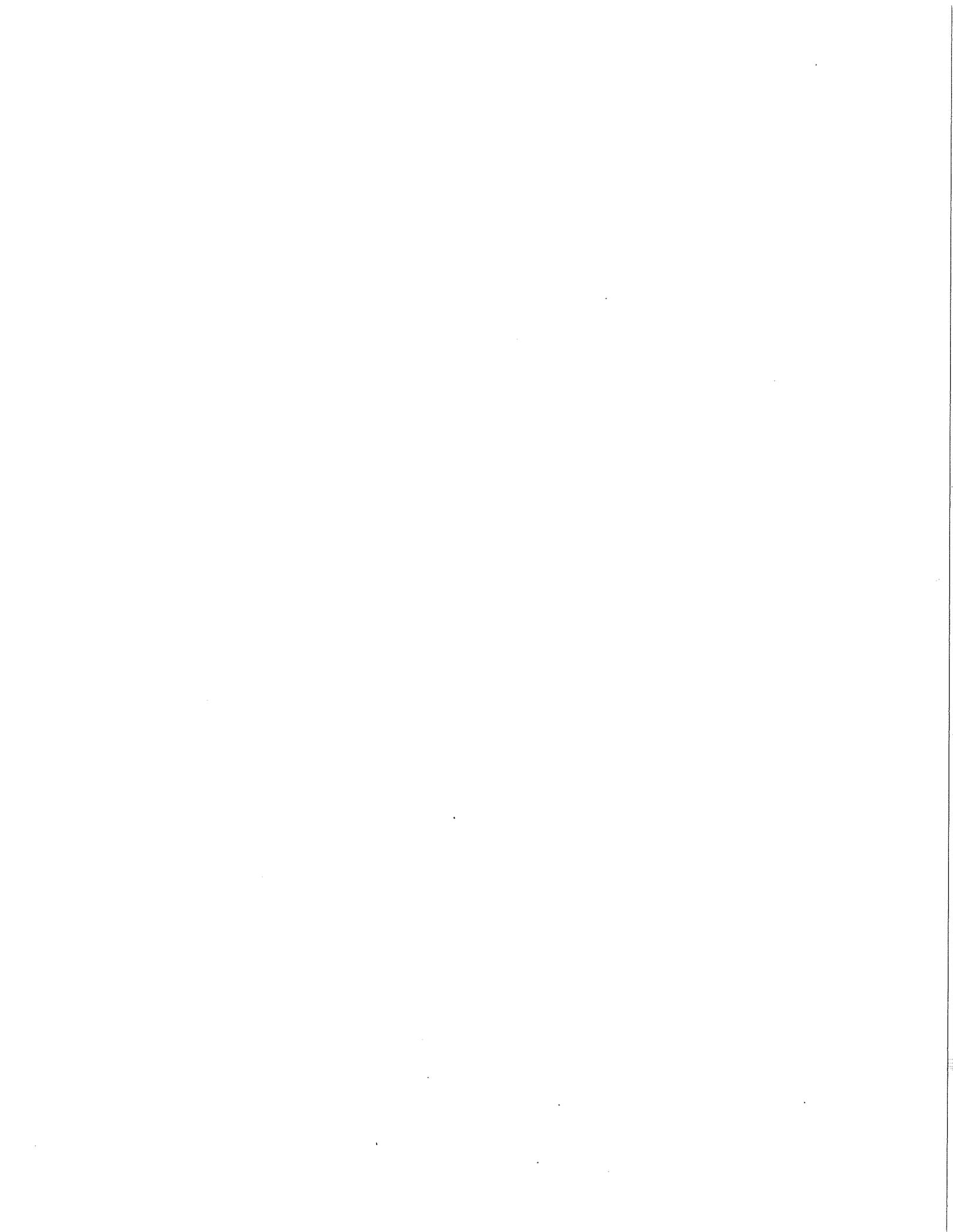
Part of the codification process is a review of our ordinances by American Legal Publishing's attorneys with a recommendation back to Council for any further deletions or additions of ordinances and to assure that we have meets statutory conformity and does not conflict with existing state and federal law.

CITY COUNCIL OPTIONS:

1. Accept staff recommendation and repeal above mentioned ordinances.
2. Take no action at this time.
3. Other action as may be desired by City Council.

RECOMMENDATION: That Council, by motion, adopt Ordinance No. 419 repealing Ordinance No's. 123, 152, and 346.

Legal Review and Opinion: N/A
Financial review and status: N/A



ORDINANCE NO. 419

AN ORDINANCE REPEALING ORDINANCES 123, 152, AND 346.

WHEREAS, the City of Cascade Locks is in the process of reviewing all City ordinances and has found that Ordinances 123, 152, and 346 are no longer applicable or needed; and

WHEREAS, the City should repeal unnecessary ordinances;

**THE CITY OF CASCADE LOCKS, HOOD RIVER COUNTY, OREGON,
ORDAINS AS FOLLOWS:**

SECTION 1. Repeal. Ordinances 123, 152, and 346 are repealed.

ADOPTED by the City Council this 14th day of January, 2013.

APPROVED by the Mayor this 14th day of January, 2013.

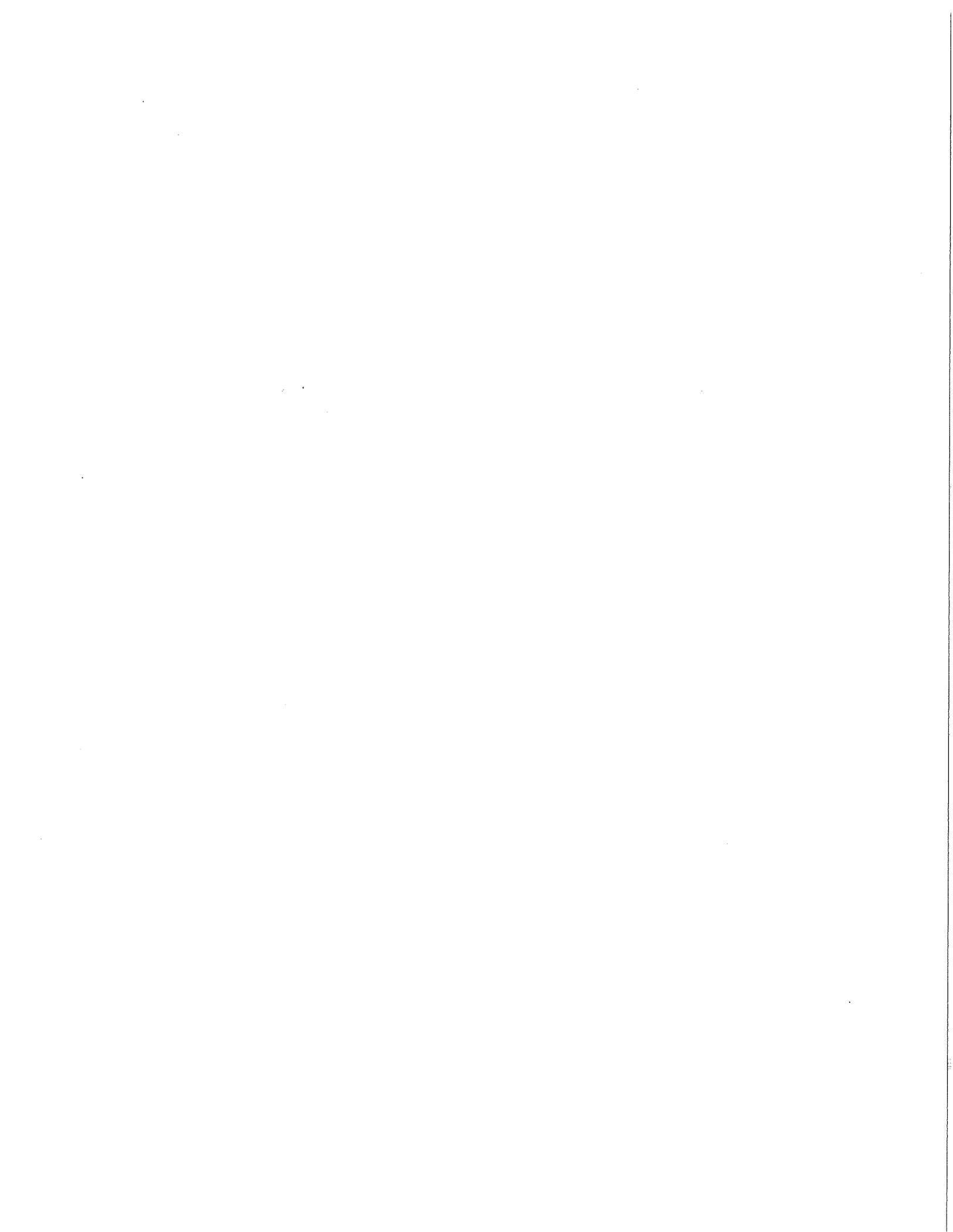
Mayor

ATTEST:

City Recorder

First Reading Approved: _____; Ayes _____; Nays _____

Second Reading Approved: _____; Ayes _____; Nays _____



ORDINANCE NO. 123

AN ORDINANCE CREATING THE OFFICE OF CITY TREASURER, DEFINING THE DUTIES THEREOF, AND REPEALING ORDINANCE NO. 3.

The City of Cascade Locks, Hood River County, Oregon, ordains as follows:

Section 1. There is hereby created the office of city treasurer.

Section 2. The treasurer shall give a bond and the amount of the bond shall be not less than \$1,000.00. The council shall determine the amount and conditions of the bond.

Section 3. The duties of the treasurer shall include the following:

(a) To prepare and present to the council an accurate statement of the city's finances for the previous month at the first regular meeting of the council each month. The statement shall show:

1. The amount of money received, from all sources, during the previous month.
2. The amount of money withdrawn from each fund; and the balance on hand therein.
3. The total amount of money remaining in his custody at the end of each month.
4. A schedule of all checks paid by the treasurer during the month, specifying the amount and number of each, and the fund out of which such amounts were paid.

(b) To permit the mayor or any member of the council to examine city books, accounts and records and to make an actual count of the funds on hand at any time and the examination may be the subject of a special report to the council.

(c) To sign all orders on the treasury.

(d) To perform such other duties as may, from time to time be prescribed by the council.

Section 4. Ordinance No. 3, enacted September 16, 1935, is repealed.

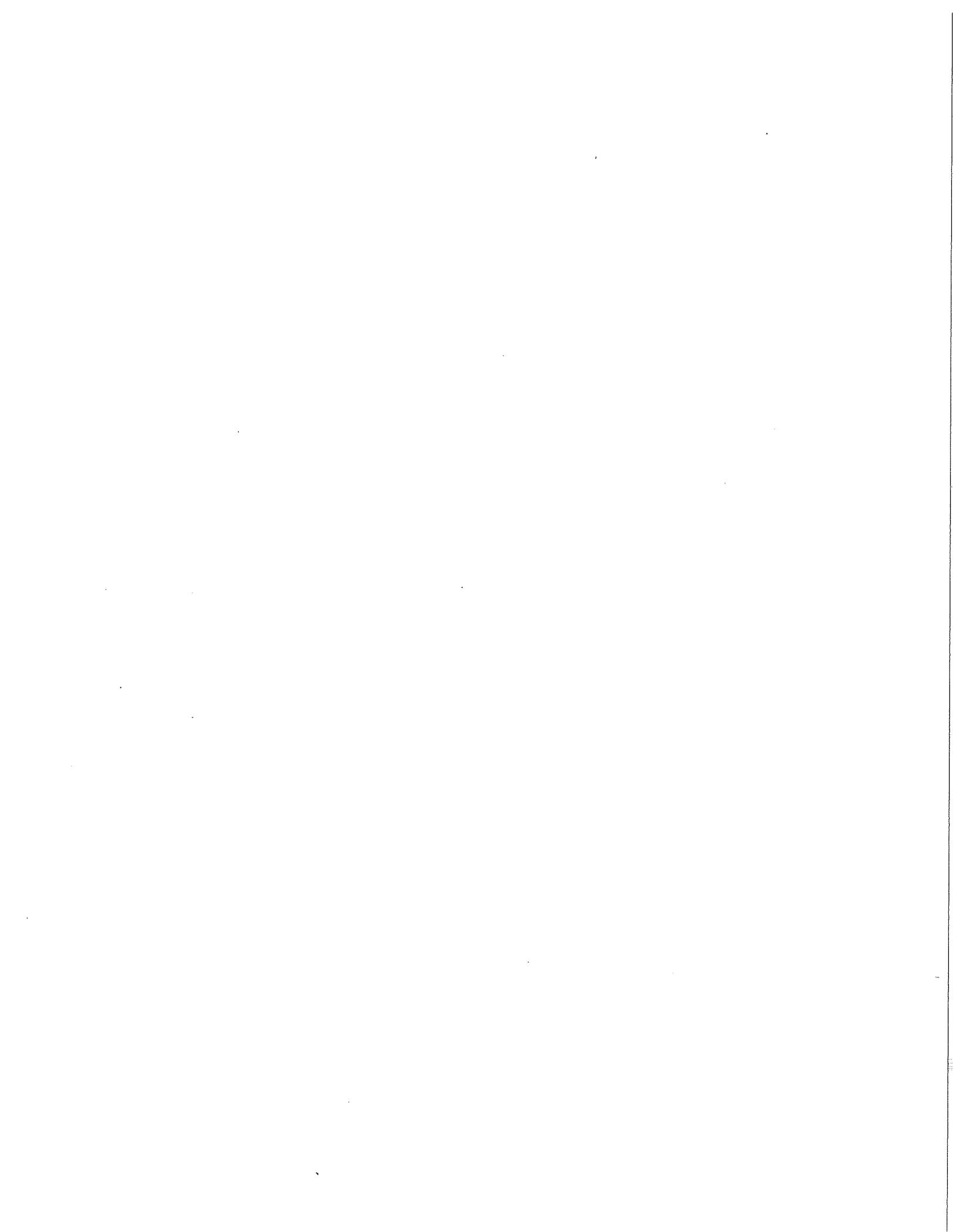
Passed by the Council of the City of Cascade Locks this 16 day of October 1961.

Approved by the Mayor of the City of Cascade Locks this 18 day of October, 1961.

Mayor

Attest:

City Recorder



ORDINANCE NO. 152

AN ORDINANCE PROVIDING FOR THE OPERATION, MAINTENANCE AND DEVELOPMENT OF A CASCADE LOCKS HISTORICAL MUSEUM; THE ESTABLISHMENT OF A MUSEUM COMMISSION; AND THE POWERS OF THE COMMISSION.

WHEREAS, the state of Oregon, through Oregon Revised Statutes No. 358.310 through 358.405 has empowered cities to establish museum commissions for the purpose of museum operation, maintenance, and development; and

WHEREAS, the city of Cascade Locks, for sometime, through the duly appointed museum commission, has operated, maintained, and developed the Cascade Locks Historical Museum; and

WHEREAS, it is deemed necessary to define with more clarity the establishment, function and operation of such a facility, and future facilities;

NOW, THEREFORE,

The city of Cascade Locks, Hood River County, Oregon, ordains as follows;

SECTION 1. Definitions. The following terms, whenever used or referred to in this ordinance, shall have the following meaning, unless a different meaning appears from the content;

- a) Governing board means the city council in relation to a city museum.
- b) Museum building means a building, site, or historic place used for a public museum.
- c) Museum includes any collection of archaeological specimens, artifacts, pioneer relics, articles, documents, and other things of historical, scientific, or artistic import assembled, displayed, preserved, and protected for the benefit of the public; for educational and scientific purposes; or to commemorate the occupation and development of the Pacific Northwest Region; and the structure or structures housing such collections.
- d) Museum objects includes specimens, artifacts, documents, and such items as may be deemed as historical in nature.

SECTION 2. Authorities. The city of Cascade Locks has the power for public museum purposes to:

- a) Accept deeds, gifts, devises, or bequests of land, money, or other valuable things; and hold, control, or dispose of such things according to the terms of the deed, gift, devise, or bequest; except that whenever the deed, gift, devise, or bequest is conditioned upon any act of the city, the city shall retain or dispose of the deed, gift, devise or bequest as may be necessary to further operations, maintenance, and development of the historical museum.
- b) Construct a structure of structures to house the museum collection, or lease a structure or structures for such purpose for not more than 50 years.

- c) Use public sites or structures, or both, for museum purposes.

SECTION 3. Museum Commission. It is deemed to be in the best interest of the city of Cascade Locks to create a museum commission. That museum commission has been created, and consists of seven persons to be appointed by the mayor, subject to approval by the city council.

The term of office of a commissioner shall be three years, or until a successor is appointed.

SECTION 4. Duties of Museum Commissioners. The museum commission shall.

- a) Maintain and operate the museum for and in the name of the city.
- b) Subject to the approval of the governing body, establish and publish rules relating to the operation of the museum, admission charges thereto, and the administration of the museum objects in the museum.
- c) In conformity with its rules, act as administrator of all museum objects in the museum.
- d) Establish maintenance and operating policies sufficient to keep the museum presentable and in a proper state of repair.
- e) Subject to the approval of the governing body, advertise the museum in an appropriate manner.
- f) Compile, print, and sell or distribute historical, educational, scientific, and artistic literature.
- g) Subject to the approval of the governing body, employ necessary employees and fix their compensation.
- h) Prescribe and publish a charge or charges which may be made for admission to the museum.
- i) Collect all admission charges and other museum revenues, and pay such charges and other revenues into a separate account to be disbursed by the museum commission. Adequate records of disbursements and income shall be maintained by the historical museum commission treasurer.
- j) Prepare and submit an annual budget to the governing body, providing for the payment of the expenses incidental to museum operation, care, and maintenance of museum objects, structures, and grounds, and compensation of employees by means of annual budgeting and appropriation.
- k) To make an annual report to the governing body at the time the budget request is submitted and such other reports as from time to time may be requested of the commission.
- l) Determine the kind and class of museum to be established and submit such determination to the governing body.
- m) Investigate and determine the most suitable location for the museum and the adequacy of roads or streets and parking areas therefor, and submit its proposals relating thereto to the governing body.
- n) Subject to approval by the governing body, arrange for the design of the museum and the preparation of plans therefor.

o) Investigate and make determinations with regard to such other preliminary matters in connection with a public museum as are deemed necessary or desirable, and submit its proposals relating thereto the governing body.

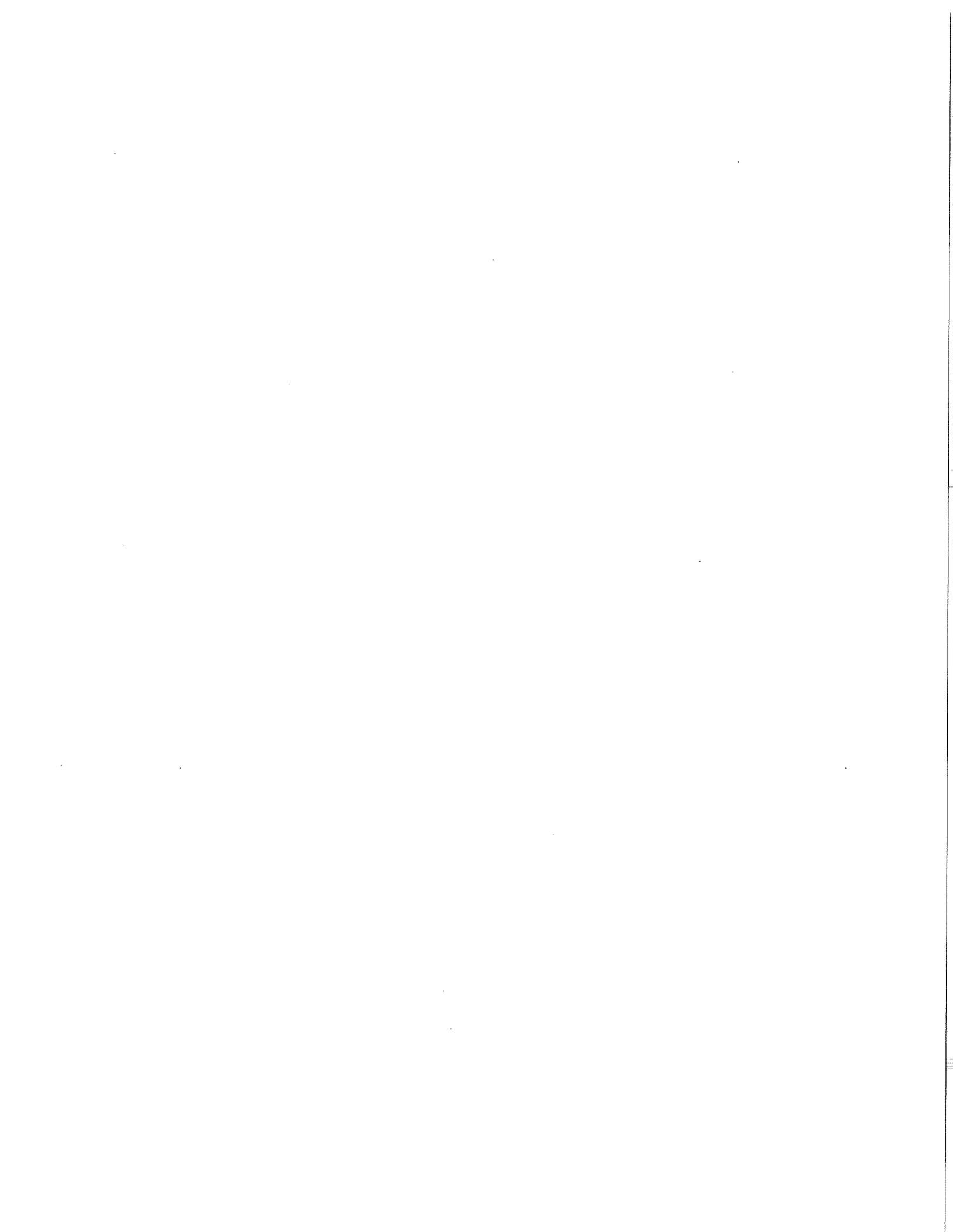
p) When the establishment of a museum is authorized, and upon authorization by the governing body, prepare bids and advertise for bids for the construction of the proposed museum.

SECTION 5. The actual application, management, and direction of the museum programs, as planned by the commission, shall be the responsibility of the city council; and in administering such program, the city council museum administrator and museum commission shall cooperate and seek the assistance of the Port of Cascade Locks, local groups, County of Hood River, Hood River Museum and Historical Society, Oregon historical Society, State of Oregon, State of Washington, and any groups interested in the preservation of history.

a) The position of museum administrator is hereby created; however, the position will not be filled until such time as the museum commission recommends to the city council that such a position [is] justified, due to museum activities.

b) At such time as the position of museum administrator is recommended, a position description defining the duties and responsibilities of the position shall be approved prior to the hiring of an individual for the position.

Passed by the council and approved by the mayor October 28, 1968.



ORDINANCE NO. 346

revised 10/09/00

AN ORDINANCE AUTHORIZING THE CITY ORDINANCE ENFORCEMENT OFFICER TO ACT ON BEHALF OF THE CITY IN THE ENFORCEMENT OF CITY ORDINANCES; AND DECLARING AN EMERGENCY.

WHEREAS, the City of Cascade Locks has found that City Ordinances were not being enforced because of lack of personnel; and

WHEREAS, the City has created the position of Ordinance Enforcement Officer and has filled this position with an employee; and

WHEREAS, the City Council has hired the Ordinance Enforcement Officer for the purpose of enforcing City Ordinances, but needs to authorize such enforcement by that person;

THE CITY COUNCIL OF THE CITY OF CASCADE LOCKS, HOOD RIVER COUNTY, OREGON, ORDAINS AS FOLLOWS:

SECTION 1. The City Ordinance Enforcement Officer shall have the authority to enforce all City Ordinances, violations of which do not constitute a crime.

SECTION 2. The City Administrator shall have authority to delegate enforcement of all City Ordinances to the City Ordinance Enforcement Officer.

SECTION 3. That inasmuch as this Ordinance is necessary for the immediate preservation of the public health, peace, and safety of the City of Cascade Locks, an emergency is hereby declared to exist and this Ordinance shall be in full force and effect immediately upon its passage and approval of the Mayor.

ADOPTED by the City Council this **9th** day of **October**, 2000.

APPROVED by the Mayor this **9th** day of **October**, 2000.

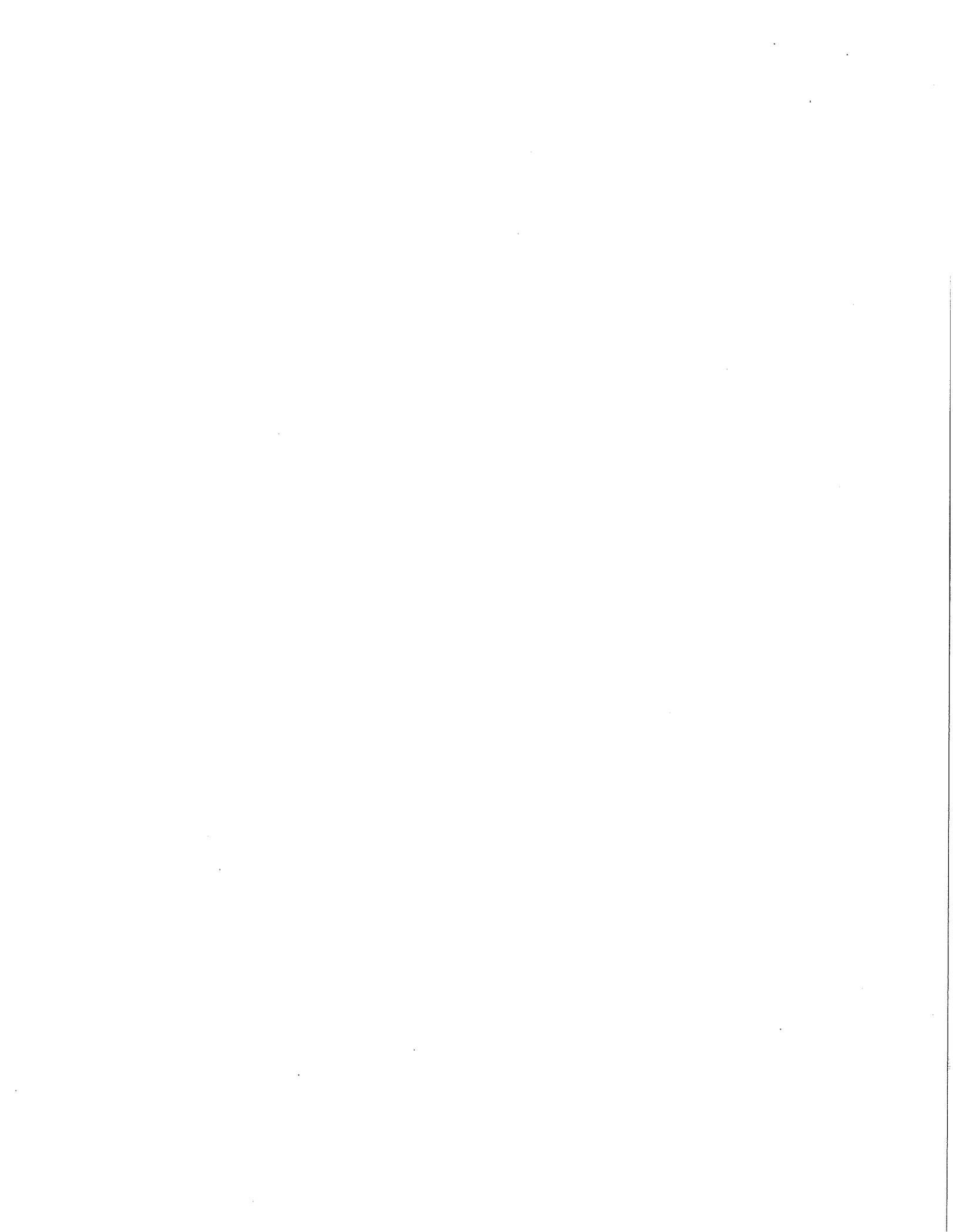
Mayor

ATTEST:

City Recorder

First Reading Approved: **09/25/00**; Ayes **6**; Nays **0**.

Second Reading Approved: **10/09/00**; Ayes **6**; Nays **0**.



5 e.

STAFF REPORT

Date Prepared: December 26, 2012

For City Council meeting of January 14, 2013

TO: Hon. Mayor and City Council Members

PREPARED BY: Paul Koch, ICA

APPROVED BY: N/A

SUBJECT: Adopting the 2013-14 City Budget Process and scheduling the City Council priority setting meeting

SYNOPSIS: It is time for City Council to establish the 2013-14 budget process and schedule the City Council priority setting and budget priorities session. Annually in preparation for the City Budget Development Process, City Council sets the budget preparation priorities. The session this year will also be used to set the City Council priorities for the new City Administrator. It is the City Council established priorities that become a part of the work plan for the new administrator and that lay the groundwork for City Council evaluations of the Administrator. The priority setting session is conducted with all Boards and Committees invited to participate along with City Department Heads and the public.

This issue comes before City Council for formal action at this time.

RECOMMENDATION: That City Council, by motion, approve the proposed budget development process and schedule and set the day and time for the City Council priority setting session.

The Benefit of this action: This approach to budget priority setting as well as work related priorities keeps City Council in the policy and direction role that can only belong to City Council. This session will make it very clear what the budget should be developed around and what you expect of the CA.

Legal Review and Opinion: N/A

Finance Review and Status: N/A.

BACKGROUND INFORMATION:

1. A copy of the proposed FY 13-14 Budget Process and Schedule is attached for City Council information.
2. The session will be held in the City Council Chambers and will make use of newsprint and lots of ideas in order to get to priorities. It is anticipated the session will take from between 2 to 3 hours.
3. As in the past, the session will begin by each department head presenting a list of issues, concerns and needs to Council. The CA will present an overview list of issues. From there, it is expected that City Council will set their own budget priorities. The budget priorities will then be written up and will appear at the January 28 City Council meeting for formal adoption and direction to staff. It may be necessary for us to use the sticky dots process to help get to priorities.
4. The City Administrator priorities will also be catalogued and then become a reference to the CA contract.
5. A copy of the **FY 2012-13 City Council established priorities is attached** for City Council information.
6. A copy of the **FY 2012-13 Objectives is attached** for City Council information.
7. For the meeting, the flow of discussions will probably go in the following way..
 - A. Presentation of departmental issues.
 - B. Discussion of CA priorities
 - C. Setting City Council direction for the proposed budget.

PROPOSED

FY13/14 Budget Process Schedule

- | | |
|--|--------------|
| 1. CITY COUNCIL: Adopt Budget Process Schedule | 1/14/13 |
| 2. CITY COUNCIL: Begin budget development process by conducting priority setting meeting to include department heads, staff, all boards, committees and the general public.
(Develop CA priorities at same time) | 1/15-1/22/13 |
| 3. CITY COUNCIL: Scheduled to appoint budget committee vacancies | 1/28/13 |
| 4. FINANCE: Send budget format and priorities to Department Heads
A. Review format and program portion of budget document
B. Set up Department Head/CA/Finance Officer work session to assist | 2/5/13 |
| 5. CITY DEPARTMENT HEADS AND STAFF: Begin development of each departmental and program budget. | 2/6/13 |
| 6. DEPARTMENT PROGRAMS: Turn in proposed budget to Finance | 3/1/13 |
| 7. CA and FINANCE: Compile proposed budget document in Program Budget Format | 3/4-3/29/13 |
| 8. STAFF: Publish Notice of Budget Committee Meeting
(State required time line not more than 30 days prior to Budget meeting) | 4/24/13 |
| 9. STAFF: Publish Second Notice of Budget Committee Meetings
(no less than 5 days prior)
A. Publish on City website | 5/1/13 |
| 10. BUDGET COMMITTEE: Begin budget committee process | |
| A. Conduct Budget Committee Workshop | 5/8/13 |
| 1. Review budget process and Budget Structure | |
| 2. Get areas of concern from each Committee member | |
| 3. Deliver Proposed Budget to Committee members | |

Budget meetings will start at 6:30 PM and end at 9:00 PM (unless Committee votes to continue)

- | | |
|--|---------|
| 11. Budget Meeting: | 5/15/13 |
| A. Elect Budget Committee Chair and Vice Chair | |
| B. Set meeting rules, adopt timeline schedule | |
| C. Deliver Budget Message (Municipal) | |
| D. 7:00PM – Budget Committee Hearing on Possible Uses of State Revenue Sharing | |
| E. Formal Approval of Property Tax Rate \$2.7050 per \$1,000 for FY 12/13 | |

PUBLIC WORKS:

- Street Fund (3)
- Water Fund (21)
- Sewer Fund (31)
- Sewer Bond Fund (40)
- Property Dept. (1-4)
- Cemetery Fund (17)
- Cemetery Trust Fund (25)

ELECTRIC DEPARTMENT:

- Electrical Fund (51)
- CATV/BB (41)

EMERGENCY SERVICES DEPARTMENT:

- Emergency Services Fund (5)

TOURISM (8)

Tourism Program
General Fund Support

ADMINISTRATION:

General Fund (1)
Planning Department (1-2)
Beautification Department (1-5)
Museum Department (1-7)
Government and Community Relations (1-8)
Recreation Department (1-9)
Police Department (1-19)
SDC Fund (2)
911 Emergency Telephone Fund (6)
Grant Fund (7)
Museum Trust Fund (16)
OEDD Loan Fund (45)
OIB Fire Hall Loan (46)
Capital Reserve Fund (56)

* BUDGET MEETING DATES ARE TENTATIVE AND MAY BE ADJUSTED BY BUDGET COMMITTEE

- | | |
|---|----------------|
| 12. Budget Meeting Continued * | 5/22/13 |
| 13. Budget Meeting Continued * | 5/29/13 |
| 14. STAFF: Publish Notice of Public Hearing on Proposed Uses of State Revenue Sharing to bring before council. | 5/29/13 |
| 15. Budget Meeting Continued * | 6/5/13 |
| 16. City Council Meeting Public Hearing on Proposed Uses of State Revenue Sharing | 6/10/13 |
| 17. STAFF: Publish Notice of Budget Hearing & Financial Summary (City)
(Required lead time – not more than 30 days or less than 5 days before hearings) | 6/12/13 |
| 18. Budget Hearing – Council Meeting to adopt proposed budget
Public Hearing on Proposed Municipal Corporate Budget
Pass Resolutions Adopting Budget, Making Appropriations and Levying Taxes (City) | 6/24/13 |
| 19. STAFF: Submit Budget and forms to Assessor as required | 7/10/13 |

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Administration

Program: Administration

Fund: General

Purpose: To assist City Council manage and operate the city organization, achieve the 20 Year Vision, evaluate employees, coordinate city functions with other agencies and ensure the proper operation of the City organization in collaboration with the City Council. Provide leadership for economic development, respond to citizen complaints and requests.

Organization:

Contract Interim CA
Permanent CA (starting January 1, 2013)
City Recorder
Part time Deputy Recorder/Admin. Assist
Finance Officer
Account Clerk
Cashier/Receptionist
Contract City Attorney
Contract Computer Consultant
Contract Planner
Contract Auditor

Services Provided:

1. Assistance to City Council, sub-committees and task forces..
2. Coordination with other agencies.
3. General management of the City and problem solving.
4. Ensuring compliance with city policy
5. Maintenance of all city records and response to citizen information requests.
6. Assistance to the Downtown Revitalization Steering Committee
7. Support to the Planning Commission.
8. Services to proposed new businesses.
9. Staff support and assistance to the Joint Work Group on Economic Development. (City and Port)
10. Assistance and coordination to operating departments.
11. Grant applications.
12. Assist in the recruitment and hiring of new CA.
13. Preparation of reports, special studies.
14. Public information and coordinate camera operator.
15. Provide for utility and service billing.
16. Coordinate the hiring of paid and volunteer staff.
17. Manage City finances and report regularly to City Council.
18. Manage the City-wide computer system.

2012-13 Objectives:

1. Complete transition with new full time administrator.
2. Guide completion of the electric rate study.
3. Ensure compliance with City Council policy
4. Provide assistance to ensure proper economic development.
5. Coordinate and assist the Tourism Committee, DRSC and other community based initiatives.
6. Assist Council to set priorities, and strategies for completion.
7. Complete the rebuilding of the ESD.
8. Other objectives as may be assigned by City Council.
9. Fully resolve the communication tower and FEMA grant matters.
10. Complete a wage and salary study.
11. Begin the codification of city policies and ordinances.
12. Work with the Port and community to plan and conduct a sailing symposium.

Department Evaluation:

1. The new administrator is fully integrated into the organization.
2. Joint economic development efforts are successful.
3. The new work order system is fully operational.
4. The electric rate study is completed.
5. The master plans for water and waste water are completed.
6. The city and community are well positioned for proper economic development.
7. The community begins to experience economic development.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Administration

Program: Planning

Fund: General

Purpose: To assist the City in the planning and long term development coordination. To provide pre-application and application services to proposed developments, assist the City interpret current code and comprehensive plan, support the Planning Commission and ensure that proper planning occurs. Review the current development code and comprehensive plan and recommend enhancements as necessary to encourage appropriate growth and development. Communicate and coordinate with The Port of Cascade Locks.

Organization: A portion of the time of the following employees provides this service.

Contract Planning Consultant
City Recorder
City Administrator
Deputy Recorder

Services Provided:

1. Provide support and assistance to the Planning Commission.
2. Assist development applicants.
3. Attend and participate in pre-application meetings.
4. Provide legal and required notification and advertising.
5. Make recommendations to staff, Planning Commission and City Council regarding the Development Code and Comprehensive Plan.
6. Interpret city policy and state laws as they pertain to development.
7. Coordinate development proposals with city agencies and other jurisdictions such as The Port.

2012-13 Objectives:

1. Assist in refinement of the Development Code.
2. Train and orient the Planning Commission.
3. Make recommendations regarding potential changes in the development code and comprehensive plan.
4. Assist in the development of community based plans for downtown.

Service Evaluation:

1. The development code will be revised to encourage development.
2. Developers will be assisted in the process.
3. Cascade Locks will have the reputation of encouraging proper development.
4. New businesses and a stronger local economy will result.
5. Existing businesses will be stronger.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Administration

Program: Community Relations

Fund: General

Purpose: To provide for the training of elected officials through classes and attendance at conferences. Provide some funding for the Senior Potlatch program and funds to subsidize the senior citizen and low income sewer rates.

Organization: City Council and administration.

Services Provided:

1. Travel and training for Mayor and City Council for meetings, training and conferences at LOC and other official meetings.
2. Funding for senior potlatch cook.
3. Subsidize low income and senior citizen sewer fees.

2012-13 Objectives:

1. To provide training to elected officials.
2. Provide funding for the cook at Senior Potlatch.
3. Assist seniors and low income residents with sewer fees.

Department Evaluation:

1. Senior Potlatch services continue.
2. Seniors and low income residents get help with sewer bills.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12.

City of Cascade Locks Program Budget

Department: Public Works Department **Program:** Operations

Purpose: To maintain and operate the city water, sewer and street systems as well as care for all public buildings and spaces.

Organization:

- 1 Consulting Public Works Director (contract through mid 2014)
- 1 Public Works Field Supervisor
- 1 Utility Maintenance Worker I
- 1 Utility Maintenance Worker II (new as of 4/12)

Services to be provided:

- 1 Operate and maintain the water system and provide safe , reliable drinking water. .
- 2. Provide adequate fire flows to meet requirements.
- 3. Provide emergency water and sewer system repairs.
- 4. Keep the sewer system in operating condition
- 5. Continue the water system leak detection and repair program.
- 6. Properly maintain and care for all city facilities. (Cemetery and Park, water system, sewer system, City Hall, the front portion of the mall, Airport Ball Park and Overlook Park.)

2012-13 Objectives:

- 1. Complete updates of the water and sewer systems master plans.
- 2. Implement the required training for all full time employees for proper water and sewer system certification.
- 3. Provide for a clean and well organized work area.
- 4. Develop a plan for the regular cleaning of water reservoirs.
- 5. Complete an in-house street study and plan.
- 6. Repave Regulator Street.

Evaluation:

- 1. Water system leaks will be reduced.
- 2. Water and sewer system master plans will be updated.
- 3. Department staff will be trained and certified.
- 4. Water system reservoirs will be cleaned.
- 5. An "in-house" pavement study will be completed in July and a street maintenance program adopted by City Council.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Public Works

Program: Property

Fund: General

Purpose: To manage, maintain and repair all city property.

Organization: This service is staffed by the employees of the Public Works Department. A portion of the time of these employees provides this service.

Field Maintenance Supervisor
Utility Maintenance Worker II
Utility Maintenance Worker I

Services Provided: Provide ongoing cleaning, repair and maintenance for the Cemetery, City Hall, Overlook Park, the front portion of the mall, City Hall.

2012-13 Objectives:

1. To improve the general maintenance and appearance of public facilities.
2. Implement the work order system.

Department Evaluation:

1. Public facilities will be well maintained and repaired in a timely fashion.
2. The work order system will be implemented.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Tourism **Program:** Tourism & Marketing

Purpose: To market and promote the community and bring new visitors and tourists to town to support existing businesses. To raise TRT income and increase the dollars spent at local businesses. To plan, sponsor, promote and enhance existing events and to initiate new events in Cascade Locks.

Organization: This service is organized around and carried out by the 7 member Tourism Committee and working with the DRSC and local businesses to market and promote the community.

Services to be provided:

1. Plan and conduct activities and events to draw visitors to Cascade Locks year round.
2. To work in partnership with the Downtown Revitalization Steering Committee, local businesses and others to enhance the community.
4. Develop, edit and distribute brochures
5. Create a variety of ways to market the community through TV, WWW, print and social media.
6. Create, edit and maintain the tourism website.
7. Provide Familiarization training for Committee members, local businesses and their employees.
8. Assist in the development of a comprehensive community-wide activity calendar.

2012-13 Objectives:

1. Increase the number of activities and bring more visitors to Cascade Locks through a RARE participant and others.
2. Produce brochures, promotion and marketing materials.
3. Plan and conduct at least 20 new activities.
4. Increase the head count in local motels.
5. Increase city revenues from TRT by \$25,000.
6. Raise local business revenue by 20%.
7. Raise the awareness of Cascade Locks as a unique recreation destination.
8. Create a visitors center downtown.
9. Create cooperative marketing partnerships with Stevenson, Wa. and Hood River.
10. Raise awareness of Cascade Locks' proximity to Portland, PDX, Vancouver, Bend and Seattle.

Evaluation:

1. All motels, shops and restaurants will document more business.
2. TRT income will increase by 20%
3. More events will be planned and conducted.
4. A comprehensive year around calendar will be in place.
5. Progress will have been made toward creation if a visitor center.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12

Program Budget

Department: Electric

Program: Electric

Purpose: To provide electric service to citizens of Cascade Locks and residence of the South Park area. To properly maintain, operate and plan for the most cost effective electric service possible.

Organization: A portion of the full time employees in the Electric Department provide services to this program.

Services Provided:

1. Provide reliable electric service to all customers.
2. Make timely repairs.
3. Connect and disconnect customers.
4. Ensure the safe operation of the system.

2012-13 Objectives:

1. Complete the electric rate study.
2. Make a final determination regarding the sub-station.
3. Assist economic development efforts.
4. Increase operating reserves in anticipation of emergency situations.
5. Complete a transition plan in anticipation of retirements.
6. Implement the work order system.

Department Evaluation:

1. The electric rate study will be completed.
2. A decision regarding the sub-station will be made.
3. A transition plan will be completed and approved by City Council.

City of Cascade Locks
2012-13 Budget
Adopted with the 2012-13 Budget
6/25/12t

Program Budget

Department: Electric

Program: Cable TV/Broadband

Purpose: To provide a wide range of television and internet services to the community.

Organization: A portion of the full time employees in the Electric Department provide services to this program.

Services Provided:

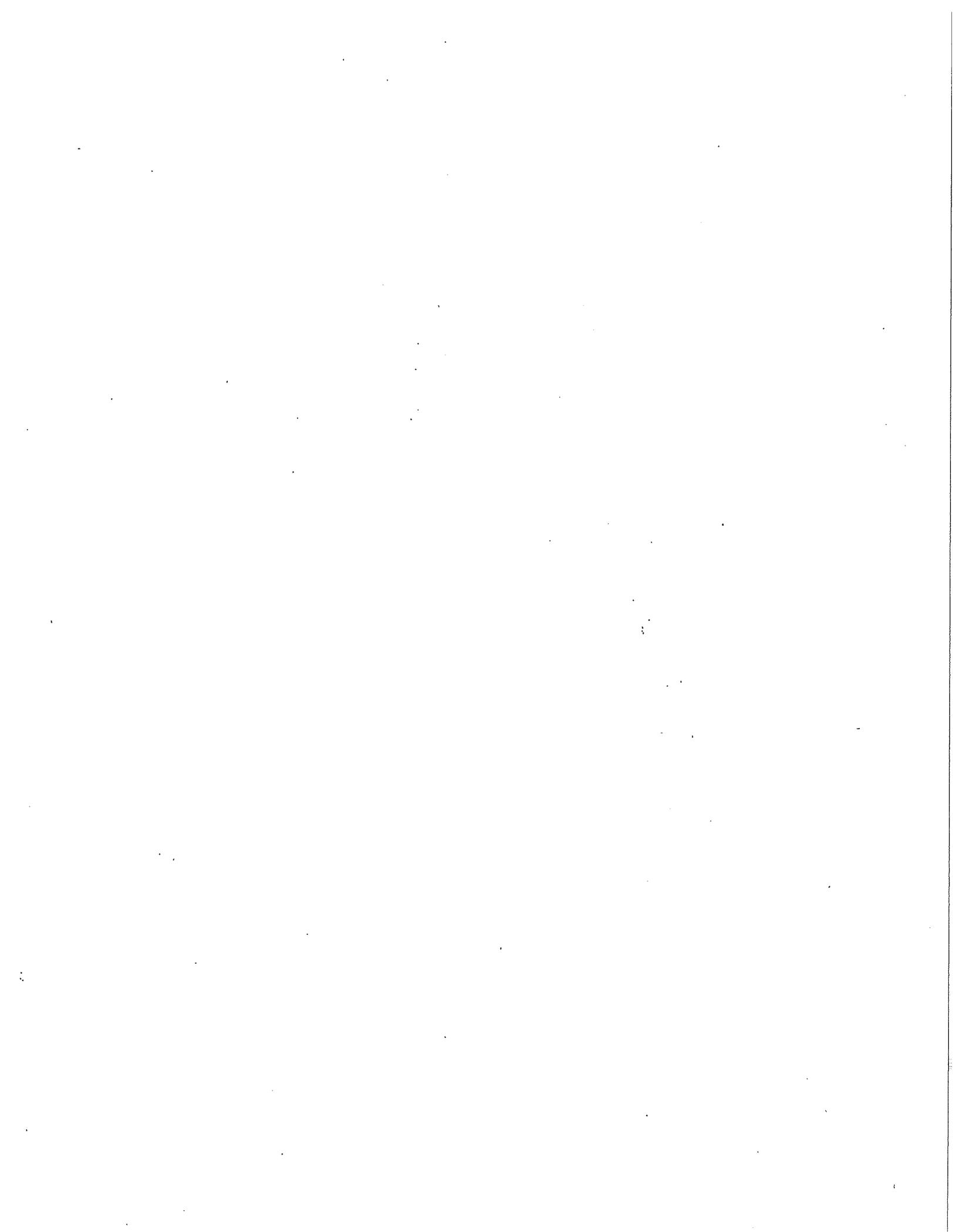
1. Cable TV services.
2. Broadband & Telecom Service
3. New service connections.
4. Disconnect services
5. Repairs

2012-13 Objectives:

1. Research alternative methods of providing this service. Look into privatization, sale of the system, modernization and phasing out of this service.

Department Evaluation:

1. A thorough analysis will have been completed and a decision made regarding continuation of this service.



City of Cascade Locks
Budget year 2012-13
Budget Priorities
Approved by City Council on Feb. 13, 2012

2012-13 BUDGET PRIORITIES

The following budget priorities are established by City Council for the development of the 2012-13 budget. It is understood that these priorities merely direct staff in the preparation of the budget and are in addition to ongoing operations and the provision of required and normal City services.

These priorities are to be used a guide by City staff in the preparation of the budget.

1. Emergency Services

Ambulance billing electronically

2. Economic Development

Actions that create jobs

Rate study for electricity services

Water and Sewer RFQ

Quality infrastructure

Downtown Revitalization

Work with the Port of Cascade Locks

Community revitalization

Marketing the community

Develop a city/community profile

Policies and programs that will increase population

3. Departmental Services and Organization

Survey of needs in the community

Proper staffing level for services

Work loads

Services to be provided

Support to enterprise funds

Analyze cable operation to determine whether or not the City should continue the service

Consider placing the rate on the ballot or terminating the Service

Electronic payments for services

Program to deal with abandoned housing

Codification

Reinstate the community newsletter

Marketing the community (program or position)

Replacement schedules for computers

Move to being "paperless"

Upgrade the website

Document vehicle and equipment needs

Staff training program

Note: Wi-Fi and broadband suggested.

Work on Public Works issues and organization

STAFF REPORT

Date Prepared: December 20, 2012

For City Council meeting on January 14, 2013

TO: Hon. Mayor and City Council

PREPARED BY: Marianne Bump, Finance Officer 

APPROVED BY: Paul Koch, ICA 

SUBJECT: Approval of Proposed Financial Management Policies

SYNOPSIS: The development of Fiscal Management Policies has been often discussed for the past year. Staff prepared a proposed policy document that was reviewed during the December 10, 2012 City Council meeting. The fiscal policies are designed to provide policy direction within the City for all matters dealing with the financial well-being of the City. In preparing this proposed document, staff has done research of other cities to determine what sorts of policies they have in place. This is a start and should begin to move the City and City Council to greater management control over financial matters while also clarifying the City Council desired policy. The attached policy proposal reflects changes made and suggested during the December 10 discussion. This policy along with the creation of the City Council Sub-Committee on Finance and Operations will give the Council greater policy control of City operations and expenditures.

Adoption of this policy will bring together in one place, all of the policy direction and requirements dealing with City Financial management.

This proposed policy comes to City Council at this time for formal action and approval.

CITY COUNCIL OPTIONS: City Council has the following options at this time.

- A. Take no action at this time.
- B. Do not approve Financial Policies.
- C. Other action as may be desired by City Council.
- D. Make alterations and or changes as desired by City Council.

RECOMMENDATION: That City Council, by motion, approve the Financial Management Policies as contained in the attached policy document.

Legal Review and Opinion: N/A.

Financial Review and Status: Adoption of a set of Financial Policies will help guide the City organization and staff in managing the finances of the City Government. It will benefit the City and provide for better management of City resources. This policy will also set in place clear guidelines and requirements for the City, staff and Boards and Committees. Adoption of these policies will begin to bring the City into compliance with GASB 54 and other accounting and state requirements.

BACKGROUND INFORMATION:

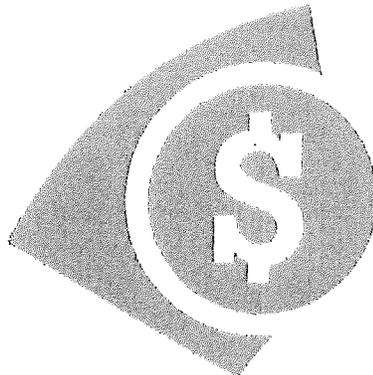
1. A copy of the Proposed Policies is attached for City Council information.
2. The proposed policy contains the following elements.
 - A. Describes Fund Balance and directs implementation in all departments. **(Section 2)**
 - B. Identifies the **annual budgeting process and sets direction for annual budget preparation. (Section 3)**
 - C. **Establishes an annual review of fees and charges.** The proposed policy does not recommend any fee or charge increases; it does establish need to annually review fees and charges. **(Section 4)**
 - D. Formalizes the expenditure policies and **sets limits of expense authority within the organization. (Section 5)**
 - E. Establishes a Capital Asset Policy. **(Section 6)**
 - F. Proposes Land Acquisition Policies. **(Section 7)**
 - G. Documents the **policy to be used with City Boards, Commissions and Committees** and clarifying their role as advisory to City Council only. This section clarifies the proper role and responsibility of such City committees. **(Section 13)**
 - H. Establishes policy **for levels of expenditure requiring bids** and makes the policy statement to **support local businesses when making expenditures. (Section 14)**
 - I. Declares that the **City will utilize the services of MCEDD for the management of all grants in excess of \$10,000. (Section 15)**
 - J. Establishes the **City Council intent to review the policies annually in January** for enhancement, improvement or modification. **(Section 16)**
 - K. Sets in place a **goal to reach \$1,000,000 in reserves within the Electric Fund over the next 4-6 years.** Strengthening this approach will best protect the community from major electric outages and emergency situations. This increase is inline with what many other municipal electric operations are doing to reflect a concern over natural and man-made catastrophes.

CITY OF CASCADE LOCKS

ADOPTED FINANCIAL MANAGEMENT POLICIES

JANUARY 2013

ADOPTED BY CITY COUNCIL



City of Cascade Locks Financial Management Policies

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City of Cascade Locks Financial Management Policies

City of Cascade Locks Financial Management Policies

Section 1. Purpose

These Financial Management Policies and procedures have been adopted by the City Council to assist, help and guide City Staff, Council and Boards and committees to operate and make decision in the best possible fiscal manner for the City. The Financial Management Policies enhance the City's goal to operate the City in the best possible manner while being prudent and careful with the City's money. The City exists to serve the citizens while carefully managing the limited resources of the city. This policy is to be followed by the City Council, City Staff and all boards and commissions.

Section 2. Fund Balance Policies:

- A. Purpose:** The purpose of the Fund Balance Policy is to outline the procedure for categorizing the different components of ending fund balance in conformity with GASB Statement No. 54, Fund Balance Reporting and "Governmental Fund Type Definitions". In summary, the categories for fund balance consider "the extent to which the government is bound to honor constraints on the specific purposes for which amounts in the fund can be spent."
- B. Fund Balance Definitions:** Accountants use the term "Fund Balance" to describe the reporting unit (i.e. business, proprietary fund, fiduciary fund) reports all related assets and all described as a measure of net worth. Because governmental funds report only a subset of related assets (i.e. financial assets) and liabilities (i.e. those normally expected to be liquidated with current financial resource, the difference between the two is more of a measure of liquidity than of net worth. Accountants underscore this distinction by using the term "Fund Balance" in government funds, rather than the term "net assets" employed elsewhere. As an approximate measure of liquidity, fund balance is similar to the working capital of a private-sector business.
- C. Fund Balance Categories:** The components of fund balance will be categorized into one of the five following categories:
1. **Non-Spendable Fund Balance:** (inherently non-spendable) - A portion of net resources that cannot be spent because of their form and/or cannot be spent because they must be maintained intact. Examples include:
 - a. Pre-paid items
 - b. Inventories of supplies
 - c. Long-term portion of loans receivable
 - d. Financial assets held for resale, such as foreclosed properties
 - e. Principal of an endowment
 - f. Capital of a revolving loan fund

City of Cascade Locks Financial Management Policies

2. **Restricted Fund Balance:** (externally enforceable limitations on use) – Limitations imposed by creditors, grantors, contributors, or laws and regulations of other governments. Limitations may also be imposed by law through constitutional provisions or enabling legislation. Examples include:
 - a. Specific purpose grants
 - b. State Gas Tax funds
 - c. Restriction from other governments through laws and regulations
 - d. Creditors through debt covenants
 - e. Contributors for specific purposes
 - f. Public, Educational and Governmental fees

3. **Committed Fund Balance:** This is a self-imposed limitation set in place prior to the end of the period by highest level of decision making, the City Council. Limitations are imposed by the City Council and are formalized through adoption of a formal Resolution. A Resolution to rescind, modify or change a fund balance policy must also be made by City Council by formal Resolution.

4. **Assigned Fund Balance:** (limitation resulting from intended use) – The City Council has delegated decision making authority to the City Administrator/Budget Officer for “assigning” this category of fund balances. Less formality is necessary in the case of assigned fund balance. Examples include:
 - a. City Administrator/Budget Officer assigns the amount used to reflect the appropriation of a portion of existing fund balance to eliminate a projected deficit in the subsequent year’s budget. This is done annually in the budget process for all departments, services and programs.
 - b. City Administrator/Budget Officer is responsible for insuring that sufficient year ending fund balance, along with other cash carry forward, is adequate to fund operations until tax revenue is available in November each year.
 - c. The City will consider all amounts as budgeted to be designated as “assigned”, unless amounts are otherwise committed in the form of resolution or restricted if it meets the limitations discussed above. Any balances that are budgeted as unappropriated will be considered by the City to be “unassigned”.

5. **Unassigned Fund Balance:** (residual net resources) – For the General Fund this classification represents fund balance that has not been assigned to other funds and that has not been restricted, committed, or assigned to specific purposes within the General Fund. The General Fund should be the only fund that reports a positive unassigned fund balance amount. Total fund balance in the General Fund in excess of other categories (surplus). In funds other than the General Fund, if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes, it may be necessary to report a negative unassigned fund balance (deficit).

D. Fund Balance Implementation: The City Administrator and each Department Head is responsible for maintaining an appropriate fund balance. Financial reviews will be done quarterly or more frequently as needed by the City Administrator or Finance Officer to ensure full compliance.

E. Order of Spending Resources: When both restricted and unrestricted resources are available for use, it is the City’s policy to use restricted resources first, and the unrestricted resources (committed, assigned and unassigned) as they are needed. When unrestricted resources are available for use, it is the City’s policy to use committed resources first, then assigned, and then unassigned as they are needed.

City of Cascade Locks Financial Management Policies

Section 3. Annual Budget Policies:

- A. Budget Priorities:** Annually in January of each year, the City Council will meet with staff, Boards and Commissions and others to identify needs, issues and concerns then set budget priorities, establishing the annual budget priorities. The annual budget shall be built around the City Council established budget priorities.
- B. Budget Preparation:** The City Administrator/Budget Officer will prepare and present a balanced, proposed annual operating budget with the participation of all departments and in accordance with Oregon Local Budget Law. The proposed budget is built around established priorities and services required to achieve council priorities. In addition to the financial elements of the budget, a full program description will be included that identifies the purpose, services to be provided, departmental organization, objectives to be achieved and how each service and department will be evaluated.
- C. Approval and Adoption of Budget:** The City Council and Budget Committee will develop, adopt and amend the operating budget in accordance with Oregon Local Budget Law. The role of the Budget Committee is to develop a budget to recommend to City Council for adoption.
- D. Enterprise Funds:** The City will budget water, sewer, CATV/BB and electric funds as enterprise funds with no General Fund subsidies. Enterprise fund department/service will be assed a pro-rata share of administrative costs as determined through the budget process and approved by City Council. Annually and through the budget process, City Council will review the actual costs of providing each of the enterprise fund services and ensure that fees and charges for these services are proper, appropriate and sufficient to manage emergencies, plan for the future and enhance the services as may be required.
- E. Capital Outlay:** Only costs related to projects or purchases that result in Capital Assets will be budgeted as Capital Outlay. See Section 6.A. "Capital Asset Policy".
- 1. Capital Outlay Costs:** Budgets for Capital Outlay projects include all costs for design and engineering, land or right-of-way acquisitions, appraisals, construction and construction management, furnishings, legal and administrative costs, and interest incurred during the construction phase, net of interest earned on the invested proceeds over the same period, for business-type activities only.
- F. Contingency:** Contingency amounts are budgeted to meet emergency conditions or situations that were unknown at the time the budget was prepared or infrequent or unanticipated expenses. The City Council must authorize the transfer of funds from Contingency to the appropriate expenditure line item within that fund/department by resolution before those funds can be used.
- 1. General Fund Contingency:** A Contingency of at least 10% of the operating budget, excluding Special Payments, Interfund Transfers and Unappropriated Ending Balance, may be budgeted each year in the General Fund. Contingency shall be kept in order to meet unanticipated increases in costs or unexpected, non-recurring expenditures during each fiscal year.
 - 2. Enterprise Fund Contingency:** The City will strive to maintain at least a 1% to 5% contingency of operating budget in each of the Enterprise Funds.

City of Cascade Locks Financial Management Policies

- G. Unappropriated Ending Balance:** The City will strive to maintain an Unappropriated Ending Fund Balance equal to four months of net operating expenses in all department or service funds.
- H. Electric Department Emergency Fund:** It is the goal of the City to maintain at least \$1 million dollars in reserve in the Electric Fund to deal with unanticipated emergencies and system failures. It is recognized that this policy element may take 4-6 years to attain.
- I. Budget Review System:** The City will employ a budget review system in order to regularly monitor revenues and expenditures with the opportunity for budget adjustments as needed. Council, Committees and Department Heads will receive monthly and quarterly financial reports. At least quarterly, the City Council will receive a complete and thorough briefing of budget status. This report will be accompanied by a staff report informing Council of the level of completion of approved objectives. Monthly reports will include expenditure detail related to recommendations made by boards and committees.

Section 4. Revenue Policies:

- A. Diverse and Stable Revenues:** The City will pursue a diversified and stable revenue stream in order to avoid over-reliance on, and short term fluctuations in, one source of funds. A stable revenue source(s) is necessary for the community to grow and prosper.
- B. Windfalls and One Time Revenue:** The City will not use windfalls or one-time revenue sources to fund ongoing activities and mainstream services; one-time revenues will be used only for one-time expenditures.
- C. Fees and Charges for Service:** Fees and charges for service are assessed to specific users where the user pays all or a portion of the costs to provide the service.
 - 1. Cost Recovery:** When establishing charges and fees, the City will consider the full cost of providing the service, along with any circumstances and issues that may be factors that do not allow for full recovery of the costs of providing the service.
 - 2. Annual Review:** The City Council will review charges and fees annually in conjunction with budget in order to allow for regular, incremental rate increases to offset the effects of inflation and additional costs. Any fee, rate or charge increase will comply with City Council policy in making any such changes.
- D. Utility Fees (Water, Sewer, Electric):**
 - 1. Basis of User Charges:** User charges for each of the City utilities will be based on the cost of providing the services (i.e. set to fully support the total direct, indirect, and capital costs) and are established so that the operating revenues of each utility are at least equal to its operating expenditures, reserves, debt coverage and annual debt service obligations, and planned replacement of the utility's facilities.
 - 2. Periodic Review:** The City Council will review the user charges for each of the City utilities annually in conjunction with the budget process in order to allow for regular, incremental rate increases to offset the effects of inflation and additional costs.

City of Cascade Locks Financial Management Policies

3. Internal Payments (Franchise Fees based on use of City right of way by the effected utility):

Franchise fees are established by City Council by separate resolution based on a percentage of sales of Water, Sewer, CATV, Broadband, and Electric. This will be budgeted and paid monthly from those funds to the General Fund.

Section 5. Employee Expenditure Policies:

A. General Provisions Related to Public Contracting: The City Council, acting as the Contract Review Board, adopts rules of procedure for public contracting for the City of Cascade Locks through adoption of a separate resolution. The Model Rules adopted by the Attorney General do not apply to the City of Cascade Locks except where they have been incorporated into the City's Contract Review Board Rules.

B. Purchasing Authority Levels and Required Documentation: Purchasing authority levels and the required documentation for each are listed below. Purchasing procedures are contained in this Purchasing Policy. It is the policy of the City that the purchasing policies be strictly carried out.

1. In all cases a purchase order is required for all expenditures except formal contracts approved by City Council and routine purchases (i.e. office supplies, restroom supplies, utility bills, etc.).

<u>Expenditure Level</u>	<u>Authorized Position</u>
a. 0 to \$ 500 per occurrence	Finance Officer, City Recorder
b. 0 to \$1,000 per occurrence	Public Works, City Light/CATV Department, EMS Department
c. 0 to \$2,500 per occurrence	City Administrator

Any expenditure in excess of \$2,500 must be presented to City Council for authorization.

2. Parks and Recreation: A purchase order is required for all purchases and must be approved prior to any purchase.

Section 6. Capital Asset and Improvement Policies:

A. Capital Asset Policy:

1. Definition of Capital Asset:

- a. Capital Assets include property, plant, equipment, and infrastructure assets.
- b. A Capital Asset must meet the following criteria
 - Be an item of system of components that cost more than \$3,000 and
 - Have a life of more than one year, or
 - Add value to or materially extend the life of an existing Capital Asset
- c. Costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

City of Cascade Locks Financial Management Policies

2. Capital Asset Accounting Policy:

- a. Assets are recorded at actual cost or historical cost or estimated historical cost when actual cost is not available.
- b. Donated capital assets are recorded at estimated fair market value at the date of donation.
- c. Major outlays for capital assets and improvements are capitalized as the projects are constructed, and include all costs of the project.
 - all design and engineering costs
 - land or right-of-way acquisitions
 - appraisals
 - construction and construction management
 - furnishings
 - legal and administrative costs
 - interest incurred during the construction phase, net of interest earned on the invested proceeds over the same period, for business-type activities only.
- d. Property, plant and equipment of the City is depreciated using the straight line method over the following estimated useful lives
 - Buildings and Improvements – 20-50 years
 - Public Domain Infrastructure – 30-100 years
 - System Infrastructure – 25-50 years
 - Vehicles – 10-20 years
 - Office and Other Equipment – 5-10 years
- e. Land is not depreciated
- f. No depreciation on capital assets is recorded in the year of acquisitions and a full year of depreciation is recorded in the year of disposition.

B. Intangible Capital Assets Policy (GASB 51):

1. Definition of Intangible Capital Asset:

- a. Intangible assets include easements, water rights, patents and internally generated computer software, etc.
- b. An Intangible Capital Asset must meet the following criteria:
 - Have an individual cost more than \$5,000 and
 - Have a life of more than five years, or
 - Add value to or materially extend the life or significantly increase the capacity of an existing Intangible Capital Asset.
- c. Costs of normal maintenance and repairs that do not add to the value of the asset or materially extend asset lives are not capitalized.

2. Intangible Capital Asset Accounting Policy:

- a. Assets are recorded at actual cost or historical cost or estimated historical cost when actual cost is not available.
- b. Contributed intangible assets are recorded at estimated fair market value at the time received.

City of Cascade Locks Financial Management Policies

- c. Intangible assets are amortized using the straight line method over the estimated useful life of the asset.
- d. Intangible assets with indefinite lives are no amortized.
- e. No amortization of intangible capital assets is recorded in the year of acquisition and a full year of amortization is recorded in the year of disposition.

C. Capital Improvement Policy:

1. **Five –Year Capital Improvement Plans:** The City will maintain its commitment to its five-year Capital Improvement Plans for the City, including the Street, Water, Wastewater, and Storm Water systems.
2. **Funding Methods:** The City will actively pursue the least costly funding methods for its Capital projects, including grants, private sector funding, contributions and low-cost state of federal loans whenever possible.
3. **Debt Financing:** The City will only pursue debt financing in order to finance capital improvement projects, and only when other funding possibilities have been exhausted or are inadequate to finance the projects.
 - a. The City will only utilize debt financing which does not extend past the expected useful life of the project.
 - b. Capital projects will only utilize debt financing if market conditions present favorable interest rates for the City.
 - c. Capital projects will only utilize debt financing if the issuance of that debt will not adversely affect the City’s credit and bond ratings.

Section 7. Land Acquisition Policies:

- A. **Purchase of Land:** The City will pursue the purchase of land in order to serve the anticipated future needs of the community.
- B. **Approval of Land Acquisitions:** The City Council will approve all land acquisitions entered into by the City, excluding easements, dedications and liens.
- C. **Proposal Requirements:** Any land acquisition proposal submitted to the City Council will be accompanied by City staff review and recommendations.

Section 8. Banking/Deposits Policies:

- A. **Collateralization:** The City will participate in the State Treasurer’s Public Funds Collateralization Program (PFCP). The City will ensure that all bank deposits with banks that are not participants in the PFCP are entirely insured or adequately collateralized in accordance with Oregon Revised Statute 295.

Section 9. Investment Policies:

- A. **Investment Objectives:** The City will seek to attain a market rate-of-return throughout all fiscal cycles, while avoiding imprudent credit and speculative risk, and maintaining liquidity sufficient to meet operating needs.

City of Cascade Locks Financial Management Policies

- B. Investment Restrictions:** The City will manage its investment program in accordance with the Oregon Revised Statute 294, and does not further restrict investment choices.

Section 10. Debt Policies:

- A. Statutory Debt Limits:** The City will comply with all statutory debt limitations imposed by the Oregon Revised Statutes.
- B. Purpose of Debt:** The City will only incur long-term debt in order to finance capital improvement projects, and only when those projects are too large to be financed from current available resources.
- C. Maintain Bond Rating:** The City will avoid financial activities that will have an adverse effect on its outstanding bond rating.

Section 11. Risk Management Policies:

- A. Risk management Program:** The City will implement and maintain a Risk Management program designed to decrease exposure to risk. At a minimum, the program will include:
- 1. Annual Insurance Evaluation:** An annual examination of the City's insurance program to evaluate how much risk the City should assume.
 - 2. Internal Controls:** Internal Control procedures shall be set by Administrative Policy.
 - 3. Safe Workplace Action Plan:** A safety program that emphasizes reducing risks through training and safe work habits.

Section 12. Accounting and Financial Reporting Policies:

- A. Accounting:** The City will maintain a system of financial management and accounting that ensures transactions are appropriately recorded, risk of fraud or financial loss is identified, and internal controls are developed and maintained to manage the risk.
- 1. Internal Controls:** The City will maintain policies and process that are designed to provide reasonable assurance that the City is achieving the following objectives:
 - a. Effective and efficient operations.
 - b. Reliable and accurate financial information.
 - c. Compliance with applicable laws and regulations.
 - d. Safeguarding assets against unauthorized acquisition, use or disposition.
 - 2. Annual Audit:** The City shall hire an independent auditor to perform an annual audit of the financial statements, including tests of the internal controls.
- B. Financial Reporting:**
- 1. Internal Reporting:**
 - a. The City Administrator and City Council will receive monthly financial reports sufficient to ascertain the City's financial status.

City of Cascade Locks Financial Management Policies

- b. Committees, Boards and Department Supervisors will receive monthly financial reports and department reports pertaining to their department(s) to ascertain the financial status of said department(s).

2. External Reporting:

- a. The City will have available the annual independent audit results, in accordance with generally accepted accounting principles (GAAP) when the document is completed.

Section 13. City Committees, Boards and Task Forces Expenditure Policies:

City Committees, Boards, and Task Forces do not have authority to make or authorize any expenditure or obligate the City for the payment of any bill or service. These groups are established by the City Council and can only make recommendations to the City in carrying out their assigned responsibilities. The City Council is the final decision maker for all matters affecting City government in Cascade Locks.

A. Budgeting: City Council appointed Committees, Boards may be asked to assist in developing the annual budget for that portion of the budget that most directly affects the Committee or Board. As an example, the Tourism Committee may be asked to assist in developing the program budget for the City and may be requested to participate in making the budget presentation to the Budget Committee and City Council.

1. **Program Budget:** In the budget development process, advisory groups are required to work within the framework of the City's program budget format and provide as much specific detail as is possible. Including purpose, services, specific expenditures, objectives and measures of success.

B. Expenditures: In recommending expenditures, the Committees and Boards shall:

1. Prior to any meeting where expenditure recommendations may be made, check with the Finance Officer to ensure the availability of funds and to double check the specific recommended expenditure fits within the Program Budget outline.
2. Get from the Finance Officer the latest monthly expenditure report. Be sure that the balance in the fund or program is sufficiently identified.
3. At the meeting, discuss the proposed spending recommendation then take a formal vote to authorize the recommendation.
4. If the recommendation is denied, indicate this in the Committee minutes.
5. If the recommendation is approved, fill out the Purchase Order form completely with vendor name, address and phone number, description of the expense, account number to be charged to and the vote tally (yes or no) and have the Chair of the group sign the request.
6. Immediately after the meeting, provide the Finance Officer with a copy of all recommended purchase order actions.

City of Cascade Locks Financial Management Policies

C. Payment: Purchase recommendations by Committees or Boards will be processed with the same policy as required by City Departments. Expense recommendations by Committees or Boards will be reported monthly to City Council by the Finance Officer.

1. The Finance Officer will see that the amount is encumbered in the accounting system. Once the invoice is received the PO will be matched to the invoice and given to Account Payable for payment to be made at the next bill payment schedule.

D. Monthly Reporting: The Finance Officer will provide to each Committee or Board member a monthly report documenting all revenues, expenditures and balances to date.

E. Billing: All Committees, Boards, Commissions and Task Forces will ensure that all bills, invoices or other expenditure requests come to the City in care of the Finance Officer.

D. Quarterly Reports: Each quarter either the City Administrator or Finance Officer will report to the Committees, Boards, Commission or Task Force and review budget expenditures to date.

Section 14. Purchasing Policy for Operating Expenses:

A. Expenditures between \$750-\$2,000 require three telephone bids, expenditures above \$2,000 require three written bids. Sole source purchasing process may be used if approved by the City Administrator. The City will give preference to businesses with the City.

B. Priority Purchasing Locally: It is the policy of the City to make purchases locally, within the community from local businesses as much as possible to support local businesses and the local economy.

Section 15. Grant Policy:

A. Grants under \$10,000 will be administered by the City. Grants over \$10,000 will be contracted out to MCEDD to be administered. The administrative fee will be paid from the grant proceeds.

Section 16. Annual Review:

A. Annually in January the City Council shall review this policy and make new provisions or alterations as City Council determines necessary.

STAFF REPORT

Date Prepared: December 27, 2012**For City Council meeting on January 14, 2013****TO:** Hon. Mayor and City Council**PREPARED BY:** Paul Koch, ICA**SUBJECT :** Approval of Proposed Emergency Operations Plan (EOP) for the City

SYNOPSIS: In February 2012 Hood River County got a grant to update their emergency operations plan and they included Cascade Locks in that update process. Over the past year, City Staff has been working with the County and the consultant to develop and prepare an Emergency Operations Plan for the City. That process has now been completed and the EOP for the City comes to City Council for formal adoption.

The original document was in excess of 500 pages; the total plan includes that much paper. What is being brought to City Council for action is a smaller more useable version of about 49 pages and as such will be much more user friendly than the original. Under federal and state requirements the full document will be in excess of 500 pages, but most of it is material that can just be placed in the file and is only required if the City were to apply for federal funds. The cost to the City to complete the EOP update has only been staff time and a few reams of paper.

In this process, the City was able to get great assistance from Hood River County and the State of Oregon Office of Emergency Preparedness.

This issue comes to City Council at this time for formal approval.

CITY COUNCIL OPTIONS: City Council has the following options at this time.

- A. Take no action at this time.
- B. Do not approve the Emergency Operations Plan.
- C. Other action as may be desired by City Council.
- D. Make alterations and or changes as desired by City Council.

RECOMMENDATION: That City Council, by motion, adopt the Emergency Operations Plan for the City through approval of Council Resolution No. 1253.

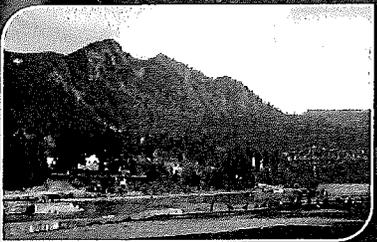
Legal Review and Opinion: N/A.

Financial Review and Status: None.

BACKGROUND INFORMATION:

1. A copy of the Proposed EOP is attached for City Council information.
2. The proposed EOP contains the following:
 - A. Sets in place the basic plan for the proper handling of all emergency situations that may affect the community. The "annexes" are those sections that will be placed in the file.
 - B. Relates the City EOP to both County and federal plans.
 - C. Creates the emergency situation line of succession. The City Administrator is designated as the lead staff person to handle emergencies followed by the Station Captain then the City Recorder. City Council is the Policy and Governance lead.
 - D. Establishes the Fire Station as the Emergency Operations Center.
 - E. Provides an analysis of potential emergencies and rates them in terms of community vulnerability.
 - F. Establishes the roles and responsibilities for an emergency.

City of Cascade Locks Emergency Operations Plan



Prepared for:

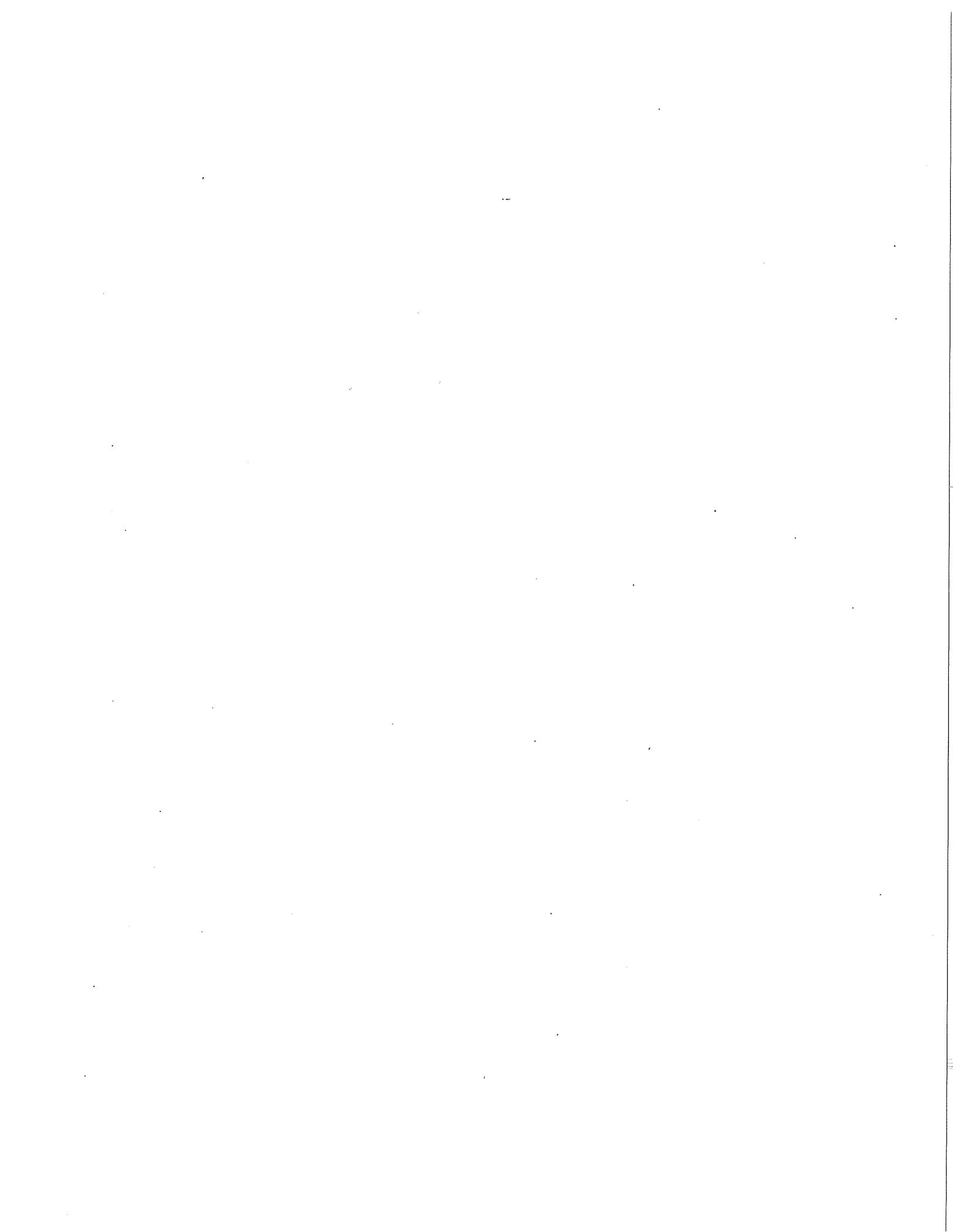


City of Cascade Locks
140 SW Wa Na Pa
Cascade Locks, OR 97014

Prepared by:



ecology and environment, inc.
Global Environmental Specialists



**City of Cascade Locks
Hood River County, Oregon
EMERGENCY OPERATIONS PLAN**



January 2013

Prepared for:

City of Cascade Locks
140 SW Wa Na Pa
Cascade Locks, OR 97014

Prepared by:



ecology and environment, inc.
Global Specialists in the Environment



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

Immediate Action Checklist

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

- 1. Receive alert of incident.**
 - Alerts should be directed to the City Emergency Manager Administrator).
 - If the City Administrator is not available, alerts should be directed to the Department of Emergency Services Station Captain, or City Recorder based on the City line of succession.
 - Alerts may be received through dispatch, responding agencies, the on-scene Incident Commander, the public or other sources.
 - If you are the first person receiving notification of the incident, call 9-1-1 and provide as much detail as possible.
 - *See FA 1 – Emergency Services of the City Emergency Operations Plan for more information on alert and warning.*
- 2. Determine need to implement the City's Emergency Management Organization.**
 - The City Emergency Manager should determine, in coordination with the on-scene Incident Commander, what level of support is needed from the City for the incident. This may range from the City Emergency Manager being on stand-by to full activation of the City Emergency Operations Center.
 - Identify key personnel who will be needed to staff the City Emergency Operations Center.
- 3. Notify key City personnel and response partners.**
 - The City Emergency Manager will notify key personnel to staff the City Emergency Operations Center based on incident needs.
 - Notify appropriate emergency response agencies.
 - See the City Emergency Contact List maintained by the City Emergency Manager.
- 4. Activate the City Emergency Operations Center as appropriate.**

Immediate Action Checklist

- The City will utilize the Incident Command System in managing the City Emergency Operations Center.
 - Primary Emergency Operations Center Location: Fire Station, 25 SE Wa Na Pa Street, Cascade Locks, OR 97014
 - Alternate Emergency Operations Center Location: City Hall, 140 SW Wa Na Pa Street, Cascade Locks, OR 97014
 - See Chapter 5 of the Basic Plan of the City Emergency Operations Plan for information on Emergency Operations Center operations.
- 5. Establish communications with the on-scene Incident Commander.**
- Identify primary and back-up means to stay in contact with the on-scene Incident Commander.
 - The on-scene Incident Commander may assign a radio frequency that the City Emergency Operations Center can use to communicate with the scene.
 - See Functional Annex 1 – Emergency Services of the City Emergency Operations Plan for more information on communications systems.
- 6. Identify key incident needs, in coordination with the on-scene Incident Commander.**
- Consider coordination of the following, as required by the incident:
 - Protective Action measures, including evacuation and shelter-in-place
 - Shelter and housing needs for displaced citizens
 - Emergency public information and coordination with the media
 - Provisions for Access and Functional Needs Populations
 - Provisions for animals in disaster
- 7. Inform the County and Oregon Emergency Response System of Emergency Operations Center activation and request support as needed.**
- Hood River County Emergency Management: 541-386-1213
 - Oregon Emergency Response System: 800-452-0311
 - If necessary, responsible parties would then call the National Response Center at 800-424-8802

Immediate Action Checklist

8. Declare a state of emergency for the City, as appropriate.

- If the incident has or threatens to overwhelm the City's resources to respond, the City should declare a State of Emergency.
- A declaration may be made by the Mayor, City Council or the City Administrator. A declaration made by the Mayor or City Administrator should be ratified by Council as soon as practicable.
- The declaration should be submitted to Hood River County Emergency Management.
- See Section 1.7 of the Basic Plan of the City Emergency Operations Plan for information on the disaster declaration process. A sample disaster declaration form is included in Appendix A.

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Preface

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

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

Consisting of a Basic Plan, Functional Annexes aligned with the Hood River County Emergency Support Functions, and Incident Annexes, this Emergency Operations Plan provides a framework for coordinated response and recovery activities during a large-scale emergency. The plan describes how various agencies and organizations in the City of Cascade Locks will coordinate resources and activities with other federal, State, local, tribal, and private-sector partners.

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Letter of Promulgation

To all Recipients:

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

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

- **Prevention:** activities necessary to avoid, prevent, or stop a threatened or actual act of terrorism.
- **Protection:** activities necessary to secure the City against acts of terrorism and manmade 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 in recovering effectively from a disaster.

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

Tom Cramblett
Mayor

Mark Storm
Councilor

Randy Holmstrom
Councilor

Glenda Groves
Councilor

Brad Lorang
Councilor

Bruce Fitzpatrick
Councilor

VACANT

DATE

Councilor

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Plan Distribution List

Copies of this plan will be provided to the following jurisdictions, agencies, and persons electronically, unless otherwise indicated. Updates will be provided electronically, when available. Recipients will be responsible for updating their Emergency Operations Plans when they receive changes. The City of Cascade Locks City Emergency Manager is ultimately responsible for dissemination of all plan updates. Copies of the plan will also be maintained in the City Emergency Manager's office at City Hall.

Date	No. of Hard Copies	Department/Agency	Title/Name
	1	City Council	Mayor
	1	City Administrator's Office	City Administrator
	1	City Administrator's Office	City Recorder
	1	Emergency Services Department	Station Captain
	1	Public Works	Field Supervisor
	1	Finance Department	Finance Officer
	1	Electric Department	Foreman
	1	Port of Cascade Locks	General Manager
	1	Hood River County Emergency Management	Emergency Program Manager
	1	Hood River county Sheriff's Office	Sheriff
	1	Hood River County School District	Superintendent
	1	Oregon Emergency Management	State Domestic Preparedness Coordinator

Plan Administration

Emergency Operations Plan Review Assignments

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

Section/Annex	Responsible Party
Basic Plan	City Emergency Manager
Functional Annexes (FAs)	
FA 1 Emergency Services	City Emergency Manager Hood River County Sheriff's Office Emergency Services Department
FA 2 Human Services	City Emergency Manager
FA 3 Infrastructure Services	Public Works Department
FA 4 Recovery Strategy	City Emergency Manager
Incident Annexes (IAs)	
IA 1 Drought	Public Works Department
IA 2 Earthquake	Public Works Department
IA 3 Major Fire	Emergency Services Department
IA 4 Flood (including Dam Failure)	Emergency Services Department
IA 5 Severe Weather (including Landslides)	Emergency Services Department
IA 6 Volcano	Public Works Department
IA 7 Hazardous Materials Incident	Hood River County Sheriff's Office
IA 8 Public Health Incident	City Emergency Manager
IA 9 Terrorism	Hood River County Sheriff's Office
IA 10 Transportation Accident	Hood River County Sheriff
IA 11 Utility Failure	Public Works Department Electric Department
IA 12 Marine Incident	Port of Cascade Locks

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1

Introduction

1.1 General

The City of Cascade Lock's (City's) emergency management mission is to coordinate and integrate prevention, mitigation, preparedness, response, and recovery activities that increase the City's capabilities to minimize loss of life and reduce impacts from disasters.

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

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

While the City will respond to emergencies to the utmost of its ability, it is possible that some natural or technological disasters may overwhelm the City's resources. While recognizing this possibility, this plan is designed to help the City fulfill its response function to its maximum capacity.

1.1.1 Whole Community Planning

The "Whole Community" planning approach is based on the recognition that it takes all aspects of a community to effectively prepare for, protect against, respond to, recover from, and mitigate against any disaster. This includes all emergency management partners, both traditional and nontraditional, such as

1. Introduction

volunteer, faith-, and community-based organizations; the private sector; and the public, including survivors of an incident.

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

1.2 Purpose and Scope

1.2.1 Purpose

This EOP outlines the City's approach to emergency response and enhances the City's ability to protect the safety, health, and welfare of its citizens. It describes the City's emergency response organization and assigns responsibilities for various emergency functions, identifies lines of authority and coordination, and communicates the legal basis and references that provide a framework for emergency planning in the City. The EOP:

- Includes all hazards and types of emergencies likely to impact the City.
- Provides a framework for multi-discipline, multi-jurisdictional coordination and cooperation.
- Addresses all phases of a disaster through mitigation, preparedness, response and recovery activities.
- Designates the National Incident Management System (NIMS) as the framework within which all emergency management activities occur.
- Directs use of the Incident Command System (ICS) for managing incident response.
- Identifies roles and responsibilities of City departments, offices and personnel in emergency operations, as well as those of cooperating public- and private-sector agencies.
- Establishes life safety, followed by protection of property and the environment, as emergency response priorities.

1. Introduction

- Provides a common framework within which the City, Hood River County (County), special districts and other agencies/organizations can integrate their emergency planning and response and recovery activities.

1.2.2 Scope

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

A community's emergency management infrastructure is a complex network of relationships. The EOP establishes roles, responsibilities, and relationships among agencies and organizations involved in emergency operations, greatly facilitating multi-agency and multi-jurisdiction coordination. Using this framework, City departments and agencies that operate under this plan are expected to develop and keep current standard operating procedures (SOPs) that describe how emergency tasks will be performed. Additional responsibilities include ensuring that the training and equipment necessary for response are in place.

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

1.3 Plan Activation

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

- Incidents in or affecting the City.
- Health emergencies in or affecting the City.
- Life-safety issues in or affecting the City.

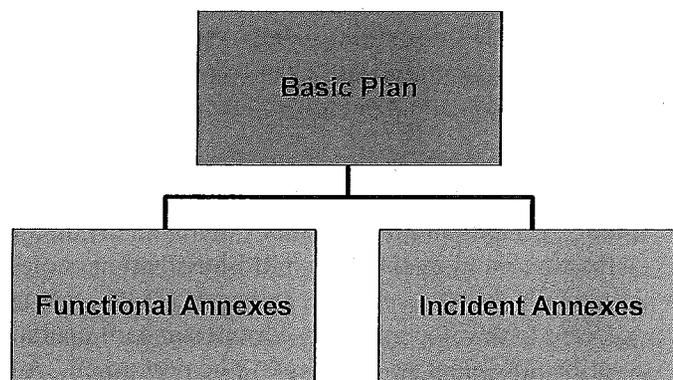
An emergency declaration is not required in order to implement the EOP or activate the Emergency Operations Center (EOC). The City Emergency Manager may implement the EOP as deemed appropriate for the situation or at the request of an Incident Commander.

1.4 Plan Organization

The City EOP is composed of three main elements:

- Basic Plan (with appendices).
- Functional Annexes (FAs).
- Incident Annexes (IAs).

Figure 1-1 City of Cascade Locks Emergency Operations Plan Organization



1.4.1 Basic Plan

The purpose of the Basic Plan is to:

- Provide a description of the legal authorities upon which the City has structured its Emergency Management Organization (EMO), including the emergency declaration process, activation of mutual aid agreements, and requests for resources and emergency spending powers.
- Describe the context under which the City will respond to an incident, including a community profile and discussion of hazards and threats facing the community.
- Assign and describe roles and responsibilities for the City's employees tasked with emergency preparedness and response functions.
- Describe a concept of operations for the City that provides a framework within which the City will conduct its emergency operations and coordinate with other agencies and jurisdictions.
- Describe the City's emergency response structure, including activation and operation of the City EOC and implementation of ICS.

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- Discuss the City’s protocols for maintaining and reviewing this EOP, including training, exercises, and public education components.

1.4.2 Functional Annexes

The FAs focus on critical tasks, capabilities, and resources provided by emergency response agencies for the City throughout all phases of an emergency. In the event of an incident for which the City’s capabilities and/or resources are limited or exhausted, each annex clearly defines escalation pathways and procedures for requesting additional resources from County agencies. For the purposes of this EOP, information regarding common management functions performed by the City and supporting agencies is grouped into four FAs, which supplement the information in the Basic Plan:

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

The FAs are designed to be consistent with the 15 Emergency Support Function (ESF) annexes of the County EOP. Recognizing that the City relies on the County or other response partners to provide certain functions, the FAs group information in a manner that streamlines the planning document and better reflects the City’s organization and capabilities. Tables 1-1 through 1-4 show the relationship between the City’s FAs and the County ESF annexes. This structure is also consistent with the State of Oregon (State) EOP and the National Response Framework (NRF). City emergency personnel should be familiar with the County’s EOP and ESF structure to better understand how the City’s response efforts would be coordinated with the County during an emergency event.

Table 1-1 City Functional Annex 1 – Emergency Services	
County ESFs	City Function
ESF 2 – Communications	Emergency Communications
ESF 4 – Firefighting	Fire Services
ESF 8 – Public Health and Medical Services	Emergency Medical Services- This would ONLY involve the Fire Department, and the Public Works Field Supervisor and City Administrator
ESF 9 – Search and Rescue	Search and Rescue
ESF 10 – Oil and Hazardous Materials	Hazardous Materials Response
ESF 13 – Public Safety and Security	Law Enforcement
ESF 15 – External Affairs	Emergency Public Information

1. Introduction

Table 1-1 City Functional Annex 1 – Emergency Services	
County ESFs	City Function
NOTE: Additional functions described in the Emergency Services Annex may include: <ul style="list-style-type: none"> ▪ Evacuation and Population Protection 	

Table 1-2 City Functional Annex 2 – Human Services	
County ESFs	City Function
ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services	Mass Care Emergency Assistance Housing Human Services
ESF 8 – Public Health and Medical Services	Public Health Environmental Health
ESF 11 – Agriculture and Natural Resources	Animals in Disaster
NOTE: Additional functions described in the Human Services Annex may include: <ul style="list-style-type: none"> ▪ Worker Health and Safety 	

Table 1-3 City Functional Annex 3 – Infrastructure Services	
County ESFs	City Function
ESF 1 – Transportation	Transportation
ESF 3 – Public Works and Engineering	Infrastructure Repair and Restoration
ESF 12 – Energy	Energy and Utilities
NOTE: Additional functions described in the Infrastructure Services Annex may include: <ul style="list-style-type: none"> ▪ Debris Management 	

Table 1-4 City Functional Annex 4 – Recovery Strategy	
County ESFs	City Function
ESF 14 – Long-Term Community Recovery	Damage Assessment Public Assistance Individual Assistance
NOTE: Additional functions described in the Recovery Strategy Annex may include long-term recovery activities such as: <ul style="list-style-type: none"> ▪ Community Planning and Capacity Building ▪ Economic Recovery ▪ Health and Social Services Recovery ▪ Housing Recovery ▪ Infrastructure Systems Recovery ▪ Natural and Cultural Resources Recovery 	

1. Introduction

1.4.3 Coordination with County Emergency Support Functions

During a major emergency or disaster affecting the County or a portion thereof, City departments and special districts may be asked to support the larger response. Requests for such assistance would come from County Emergency Management.

If the County EOP is implemented during an incident or Countywide emergency declaration, the City will coordinate its command and control structures and procedures with the County in accordance with the requirements of NIMS and ICS, as necessary.

1.4.4 Incident Annexes

While this EOP is developed as an all hazards planning document, some hazards may require unique considerations. To that end, IAs supplement the Basic Plan to identify critical tasks particular to specific natural and human-caused/technological hazards identified in Yamhill County's most current Hazard Identification and Vulnerability Assessment. The IAs are designed as functional checklists that identify step-by-step actions for each hazard through the pre-incident, response and recovery phases of an incident. Table 1-5 identifies the IAs included in this plan.

Annex	Hazard
IA 1	Drought
IA 2	Earthquake
IA 3	Major Fire
IA 4	Flood (including Dam Failure)
IA 5	Severe Weather (including Landslide)
IA 6	Volcano
IA 7	Hazardous Materials Incident
IA 8	Public Health Incident
IA 9	Terrorism
IA 10	Transportation Accident
IA 11	Utility Failure
IA 12	Marine Incident

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

1.5 Relationship to Other Plans

1.5.1 Federal Plans

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

- **Presidential Policy Directive 8.** Describes the Nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States.
- **National Preparedness Goal.** Describes the Nation's security and resilience posture through identifying key mission areas and core capabilities that are necessary to deal with great risks, using an integrated, layered, and all-of-Nation approach as its foundation.
- **National Preparedness System.** Provides guidance, programs, processes, and systems that support each component of the National Preparedness System to enable a collaborative, whole community approach to national preparedness that engages individuals, families, communities, private and nonprofit sectors, faith-based organizations, and all levels of government.
- **National Incident Management System.** Provides a consistent nationwide framework and comprehensive approach to enable government at all levels, the private sector, and nongovernmental organizations to work together to prepare for, prevent, respond to, recover from, and mitigate the effects of incidents regardless of their cause, size, location, or complexity.
- **National Response Framework.** Serves as a guide to how State and federal government should conduct all-hazards response. It is built upon scalable, flexible, and adaptable coordination structure to align key roles and responsibilities across the country. It describes specific authorities and best practices for managing incidents that range from the serious, but purely local, to large-scale terrorist attacks or catastrophic natural disasters.
- **National Disaster Recovery Framework.** Provides guidance that enables effective recovery support to disaster-impacted States, tribes, and local jurisdictions. It provides a flexible structure that enables disaster recovery managers to operate in a unified and collaborative manner. It also focuses on how best to restore, redevelop, and revitalize the health, social, economic, natural, and environmental fabric of the community and build a more resilient nation.

1. Introduction**1.5.2 State Plans**

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

- **Oregon Emergency Management Plan.** The Oregon EMP is developed, revised, and published by the Director of the Oregon Military Department, Office of Emergency Management (OEM) under the provisions of Oregon Revised Statutes (ORS) 401.092, which are designed to coordinate the activities of all public and private organizations that provide emergency services within the State and to provide for and staff a State Emergency Coordination Center (ECC) to aid the Governor. ORS 401.035 makes the Governor responsible for the emergency services system within the State of Oregon. The Director of OEM advises the Governor and coordinates the State's response to an emergency or disaster.
 - *Volume I: Preparedness and Mitigation* consists of plans and guidance necessary for State preparation to resist a disaster's effects. Sections include disaster hazard assessment, the Emergency Management Training and Exercise Program, and plans to mitigate (or lessen) a disaster's physical effects on citizens, the environment, and property.
 - *Volume II: Emergency Operations Plan* broadly describes how the State uses organization to respond to emergencies and disasters. It delineates the EMO; contains FAs that describe the management of functional areas common to most major emergencies or disasters, such as communications, public information, and others; and contains hazard-specific annexes.
 - *Volume III: Relief and Recovery* provides State guidance, processes, and rules for assisting Oregonians with recovery from a disaster's effects. It includes procedures for use by government, business, and citizens.

1.5.3 County Plans

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

- **Hood River County Emergency Operations Plan.** The County EOP is an all-hazard plan describing how the County will organize and respond to events that occur in individual cities, across the County, and in the surrounding region. The plan describes how various agencies and organizations in the County will coordinate resources and

1. Introduction

activities with other federal, State, local, tribal, and private-sector partners.

- **Hood River County Hazard Mitigation Plan.** The County Hazard Mitigation plan creates a framework for risk-based decision making to reduce deaths and injuries, property damage, and the economic impact from future disasters. Mitigation Plans form the foundation for a community's long-term strategy to reduce disaster losses and break the cycle of disaster damage, reconstruction, and repeated damage. Hazard mitigation is sustained action taken to reduce or eliminate long-term risk to people and their property from hazards.
- **Public Health Emergency Preparedness Program.** The Hood River County Health Department is responsible for developing plans to address how public health personnel plan for, respond to, and recover from all hazards that may impact public health, including communicable disease, pandemic scenarios, chemical incidents, radiological incidents, and bioterrorism. The department maintains guidelines for public health personnel responding to a public health incident in the county.

1.5.4 City Plans

1.5.4.1 Continuity of Operations Plans

The City has not formalized a City Continuity of Operations (COOP) plan to date. However, once it has been developed and implemented, this plan may be used in conjunction with the EOP during various emergency situations. A COOP plan details the processes for accomplishing administrative and operational functions during emergencies that may disrupt normal business activities. It identifies essential functions of local government, private-sector businesses, and community services and delineates procedures to support their continuation. COOP plan elements may include, but are not limited to:

- Identification and prioritization of essential functions.
- Establishment of orders of succession for key positions.
- Establishment of delegations of authority for making policy determination and other decisions.
- Identification of alternate facilities, alternate uses for existing facilities, and, as appropriate, virtual office options, including telework.
- Development of interoperable communications systems.
- Protection of vital records needed to support essential functions.

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- Management of human capital.
- Development of a Test, Training, and Exercise Program for continuity situations.
- Devolution of Control planning.
- Reconstitution and resumption of normal operations.

1.5.5 Support Agency Plans

The City's EMO is supported by a number of partner agencies. To the greatest extent possible, support agency plans will be designed to complement the City EOP and the City will seek to engage support agencies in the EOP update process to ensure appropriate linkages.

1.6 Authorities**1.6.1 Legal Authorities**

In the context of this EOP, a disaster or major emergency is characterized as an incident requiring the coordinated response of all government levels to save the lives and protect the property of a large portion of the population. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the City to establish an EMO and appoint an Emergency Manager who will be responsible for the organization, administration, and operation of the EMO.

The City EMO will, at a minimum:

- Coordinate planning activities necessary to prepare and maintain the City EOP.
- Manage and maintain the City EOC from which City officials can coordinate emergency and disaster response activities.
- Establish an incident command structure for management of incidents by all local emergency service agencies.
- Coordinate with County and State agencies to integrate effective practices in emergency preparedness and response in a manner consistent with NIMS.

Through promulgation of this plan, the City Administrator's Office has been identified as the lead agency in the EMO. The City Administrator, given the collateral title of City Emergency Manager, has the authority and responsibility for the organization, administration, and operations of the EMO. The City Emergency Manager may delegate any of these activities to designees, as appropriate.

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

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

Table 1-6 Legal Authorities
Federal
<ul style="list-style-type: none"> - <u>Executive Order 13347, July 2004, Individuals with Disabilities in Emergency Preparedness</u> - <u>Homeland Security Presidential Directive 5: Management of Domestic Incidents</u> - <u>National Disaster Recovery Framework</u> - <u>National Incident Management System (NIMS)</u> - <u>National Preparedness Goal</u> - <u>National Response Framework (NRF)</u> - <u>Pet Evacuation and Transportation Standards Act of 2006, Public Law 109-308, 2006</u> - <u>Presidential Policy Directive 8: National Preparedness (PPD-8)</u> - <u>Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended.</u>
State of Oregon
<ul style="list-style-type: none"> - <u>Oregon Revised Statutes (ORS) 401. Emergency Management and Services</u> - <u>ORS 402. Emergency Mutual Assistance Agreements</u> - <u>ORS 403. 9-1-1 Emergency Communications System; 2-1-1 Communications System; Public Safety Communications System</u> - <u>ORS 404. Search and Rescue</u> - <u>ORS 431. State and Local Administration and Enforcement of Health Laws</u> - <u>ORS 433. Disease and Condition Control; Mass Gatherings; Indoor Air</u> - <u>ORS 476. State Fire Marshal; Protection From Fire Generally</u> - <u>ORS 477. Fire Protection of Forests and Vegetation</u> - <u>State of Oregon Emergency Operations Plan</u>
Hood River County
<ul style="list-style-type: none"> - 13.08 - Emergency Preparedness – County Administrative Code - Hood River County Emergency Operations Plan, 2012
City of Cascade Locks
<ul style="list-style-type: none"> - Emergency Ordinance of the City of Cascade Locks No. 362

1.6.2 Mutual Aid and Intergovernmental Agreements

State law (ORS 402.010 and 402.015) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs (e.g., the Omnibus Mutual Aid Agreement). Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. However, without a

1. Introduction

mutual aid pact, both parties must be aware that State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).

See individual FAs for existing mutual aid agreements.

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

1.7 Emergency Powers

1.7.1 General

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

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

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

1.7.2 City of Cascade Locks Disaster Declaration Process

A declaration of emergency by the City is the first step in accessing State and federal disaster assistance. The City Council (or designee) and the Mayor, as authorized by the City Code, may declare that a state of emergency exists. At the earliest practical opportunity, a written declaration of emergency shall be adopted by the City Council and made a part of the City's official records. If circumstances prohibit the timely action of the Council, the Mayor or City

1. Introduction

Administrator may declare a state of emergency provided that approval of a majority of the Council is sought and obtained at the first available opportunity. This declaration is in effect until the City Council or other authorized person terminates the state of emergency when the emergency, or threat of emergency, no longer exists.

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

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

If County, State, or federal assistance is needed, the declaration must also state that all appropriate and available local resources have been expended. The Command and General Staff have the following responsibilities in the declaration process:

- **Operations.** Identify necessary resources and outline special powers needed to respond to the emergency. Assist in initial damage assessment.
- **Planning.** Provide situation and resource summaries and initial and preliminary damage assessments.
- **Logistics.** Compile resource requests
- **Finance.** Assist in preliminary damage assessment and coordinate damage survey activities.
- **Command.** Present the package to City Council.
 - **Liaison Officer.** If the declaration is approved by the City Council notify neighboring jurisdictions.

See Appendix B for sample Declaration of Emergency forms.

1.7.3 Hood River County Declaration Process

Initial requests for assistance should be made to Hood River County Emergency Management.

Under ORS 401, a local state of emergency may be declared by authorized individuals as identified by County ordinance. The effect of a declaration is to activate the recovery and rehabilitation aspects of the plan and to authorize the furnishing of aid and assistance. When the emergency exceeds local government capability to respond, assistance will be requested from neighboring jurisdictions in accordance with existing mutual aid agreements and then through the State. If

1. Introduction

the emergency area is within a City, the Chief Executives(s) of that City must process requests for assistance through the Division of Emergency Services and may be delivered by the City Administrator of Cascade Locks.

Requests for a State Declaration shall be made by the County Administrator of Hood River County. State assistance will be provided only after a "good faith" effort has been made, local resources are exhausted or nearing depletion, and mutual aid agreements have been initiated. Local resources include those available under mutual aid or through the County.

The following documents need to be forwarded to the Board of Commissioners (BOC) for action:

- BOC Order declaring an emergency, including a description of the disaster event, impacted area(s), loss of life and injuries, damages to property, special powers enacted, and local resources applied to the disaster.
- Supporting documentation or findings as determined necessary by the Chair of the BOC, or successor.
- Letter to the Governor advising of the County's declaration and the request for a State declaration as appropriate, as well as any requests for assistance.

If circumstances prohibit timely action by the BOC, the BOC Chair or the succeeding Commissioner may verbally declare a state of emergency. For purposes of the immediate emergency, a single Commissioner's signature will carry full authority for the County's Emergency Declaration. A formal review before the BOC will follow as soon as prudently possible, with a signed order replacing the emergency order.

1.7.4 State Assistance

State assistance may be provided after local resources are exhausted, nearing depletion, or projected to be inadequate, and mutual aid agreements have been initiated.

The OEM Operations Officer coordinates with the agencies represented in the State ECC to determine the best way to support local government requests. The Operations Officer evaluates resource requests based on the goals and priorities established by the Director. Agency representatives keep the Operations Officer informed of resources assigned, resources available for commitment, and the status of assigned missions.

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

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1.7.5 Federal Assistance

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

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

1.8 Continuity of Government

1.8.1 Lines of Succession

Table 1-7 provides the policy and operational lines of succession during an emergency for the City.

Table 1-7 City Lines of Succession	
Emergency Coordination	Emergency Policy and Governance
1. City Administrator (City Emergency Manager)	1. Mayor
2. Station Captain	2. City Councilors
3. City Recorder	3. City Administrator

Each City department is responsible for pre-identifying staff patterns showing a line of succession in management’s absence. Lines of succession for each department can be found in the City Administrator’s Office. All employees shall be trained on the protocols and contingency plans required to maintain leadership within their departments. The City Emergency Manager will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency.

1.8.2 Preservation of Vital Records

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

1.9 Administration and Logistics

1.9.1 Request, Allocation, and Distribution of Resources

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

The City Emergency Manager is responsible for the direction and control of the City's resources during an emergency and for requesting any additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management, who processes subsequent assistance requests to the State.

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

1.9.2 Financial Management

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

- The City Council will meet in emergency session to decide how to respond to the emergency funding needs.
- The City Council will declare a state of emergency and request assistance through the County.
- If a quorum of councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Administrator (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for

1. Introduction

all incident-related personnel time, losses, and purchases will be established by the Finance Section.

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

1.9.3 Legal Support and Liability Issues

Legal services in the City are provided by a contract City Attorney and can be accessed through the City Administrator.

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

1.9.4 Reporting and Documentation

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

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

1.10 Safety of Employees and Family

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

During biological incidents or public health emergencies such as influenza pandemics, maintaining a resilient workforce is essential to performing the overall response activities required to protect the City and surrounding community from

1. Introduction

significant impacts to human lives and the economy. Thus, personnel should be provided with tools to protect themselves and their families while they provide health and medical services during a pandemic or other type of public health emergency.

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

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

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

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Situation and Planning Assumptions

2.1 Situation

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

2.1.1 Community Profile

2.1.1.1 Geography

Cascade Locks is located along the Columbia River in Hood River County, Oregon. It is located approximately 45 miles east of Portland. The City covers a total area of 3.0 square miles, 2.2 square miles of which is land and 0.8 square miles water.

2.1.1.2 Demographics

As of 2010, the City's population was 1,144 people. The population density was 517.8 people per square mile, with 476 housing units at an average density of 221.0 per square mile. The racial makeup of the City was 87.67% Caucasian, 0.52% African American, 1.84% Native American, 0.87% Asian, 2.71% from other races, and 5.77% from two or more races. Hispanic or Latino peoples composed 9.09% of the population.

2.1.1.3 Economy

The Columbia River has a strong influence on the economy and recreational activities of the County: it is the only fresh-water corridor for ocean-going commerce on the entire west coast of North America, and it is the only water-grade route through the Cascade Range between Canada and California. The largest employers in the area include lumber, manufacturing, and tourism.

2.1.1.4 Education

The Hood River County School District is the educational facility used by the City of Cascade Locks.

2. Situation and Assumptions

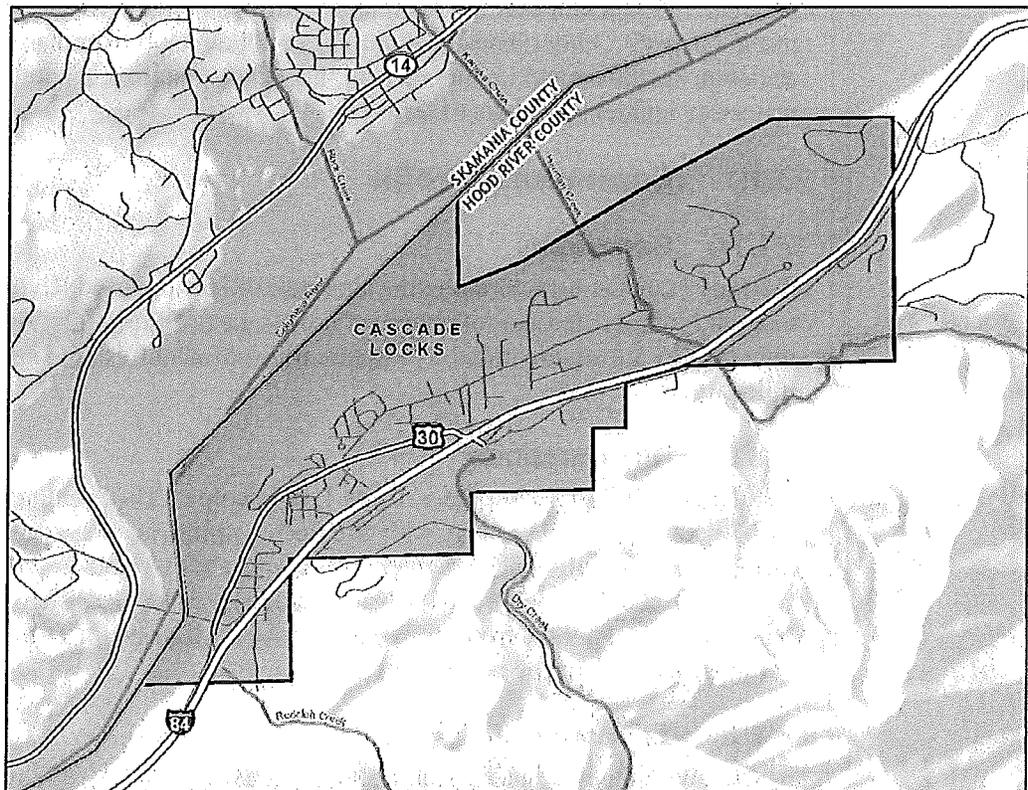
2.1.1.5 Transportation

The major driving route is Interstate 84, which leads west to the metropolitan areas of Portland, Oregon. Washington State Route 14 also provides access to Cascade Locks. There is no public transportation available in the City.

2.1.1.6 Community Events

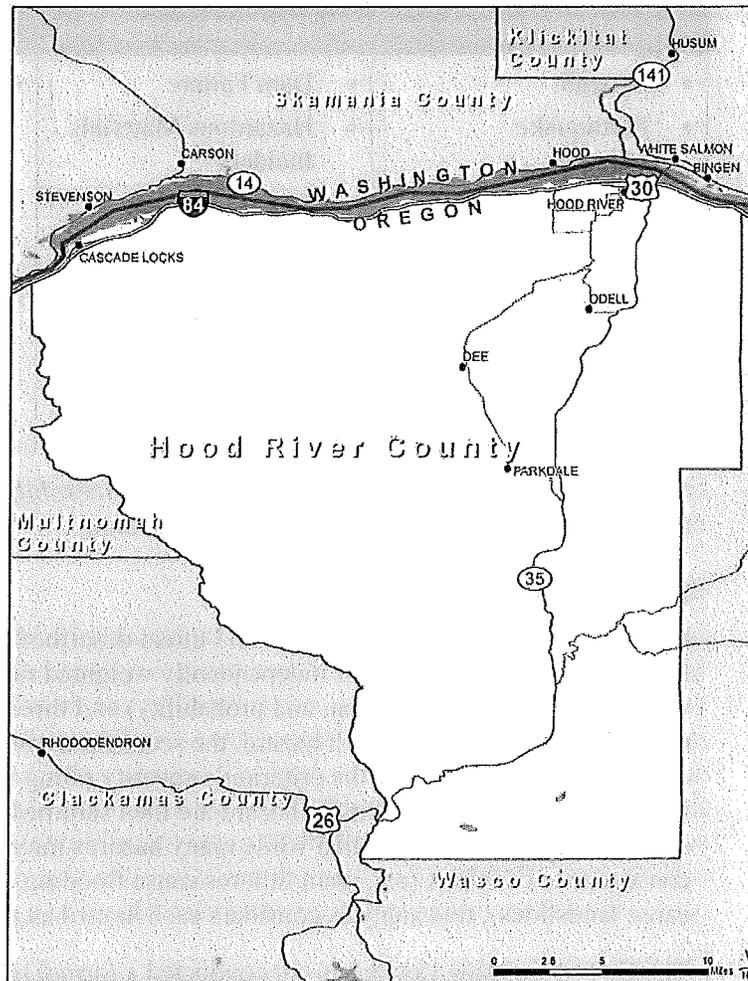
Annual community events and festivals may influence the hazard and threat analysis, and the City should consider preplanning to address potential impacts. The City should also consider population influx based on tourism during peak seasons.

Figure 2-1 Map of City of Cascade Locks



2. Situation and Assumptions

Figure 2-2 Map of Hood River County



2.1.2 Threat/Hazard Identification

The City may be subject to a variety of natural, technological, and human-caused hazards and threats.

- **Natural Hazards.** Result from acts of nature.
- **Technological Hazards.** Result from accidents or the failures of systems and structures.
- **Threats or Human-Caused Incidents.** Result from intentional actions of an adversary.

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

2. Situation and Assumptions

Table 2-1 City of Cascade Locks Identified Threats/Hazards		
Natural	Technological	Human-Caused
<ul style="list-style-type: none"> • Drought • Earthquake • Major Fire • Flood • Landslide • Severe Weather • Volcano • Public Health Incident 	<ul style="list-style-type: none"> • Dam Failure • Hazardous Materials Incident • Marine Incident • Transportation Accident • Utility Failure 	<ul style="list-style-type: none"> • Terrorism

See the Hood River County Hazard Inventory Vulnerability Analysis for more information regarding natural hazards for the area.

2.1.3 Hazard Analysis

In the Hazard Analysis, each hazard and threat described above is scored using a formula that incorporates four independently weighted rating criteria (history, vulnerability, maximum threat, and probability) and three levels of severity (low, moderate, and high). For each hazard, the score for a given rating criterion is determined by multiplying the criterion's severity rating by its weight factor. The four rating criteria scores for the hazard are then summed to provide a total risk score for that hazard. Note that while many hazards may occur together or as a consequence of others (e.g., dam failures cause flooding, and earthquakes may cause landslides), this analysis considers each hazard as a singular event.

The City of Cascade Locks has not conducted a formal hazard analysis. This plan uses the Hood River County Hazard Identification and Analysis, as the hazards that may potentially impact the County are similar to those that may impact the City.

2. Situation and Assumptions

Hazard	Rating Criteria with Weight Factors				Total Score
	History ¹ (WF=2)	Vulnerability ² (WF=5)	Max Threat ³ (WF=10)	Probability ⁴ (WF=7)	
<i>Score for each rating criteria = Rating Factor (High = 10 points; Moderate = 5 points; Low = 1 point) X Weight Factor (WF)</i>					
Severe Weather	18	45	90	63	216
Drought	16	40	80	56	192
Wildfire	20	30	70	70	190
Flood	14	25	70	63	172
HazMat - Transportation	4	25	70	35	134
HazMat - Fixed Site	4	25	50	35	114
Earthquake	8	25	50	28	111
Energy Emergency	8	15	50	35	106
Landslide – Debris Flow	8	20	40	35	103
Terrorism & Violent Persons	4	20	60	14	98
Dam Failure	4	15	50	7	76
Volcano	4	10	40	7	61
Tornado	2	5	10	7	22
Notes:					
1. History addresses the record of previous major emergencies or disasters. Weight Factor is 2. Rating factors: high = 4 or more events in last 100 years; moderate = 3 events in last 100 years; low = 1 or 0 events in last 100 years.					
2. Vulnerability addresses the percentage of population or property likely to be affected by a major emergency or disaster. Weight Factor is 5. Rating factors: high = more than 10% affected; moderate = 1%-10% affected; low = less than 1% affected.					
3. Maximum Threat addresses the percentage of population or property that could be affected in a worst case incident. Weight Factor is 10. Rating factors: high = more than 25% could be affected; moderate = 5%-25% could be affected; low = less than 5% could be affected.					
4. Probability addresses the likelihood of a future major emergency or disaster within a specified period of time. Weight Factor is 7. Rating factors: high = one incident within a 10-year period; moderate = one incident within a 50-year period; low = one incident within a 100-year period.					

2. Situation and Assumptions

2.1.4 Capability Assessment

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

The City has not developed a formal capabilities assessment to date. Should one be developed in the future, it will summarize the jurisdiction's prevention, protection, response, and recovery capabilities involving the defined hazards. It will also further describe the jurisdiction's limitations on the basis of training, equipment and personnel.

2.1.5 Protection of Critical Infrastructure and Key Resources

Critical Infrastructure and Key Resources (CIKR) are owned and operated by the City or local partners and support the delivery of critical and essential services. They are essential to the City's security, public health and safety, and its economic vitality. CIKR includes the assets, systems, networks and functions that provide vital services to a city, state, region, and, sometimes, the nation. Emergencies, natural hazards, and terrorist attacks on CIKR could significantly disrupt those activities, produce cascading effects, and result in large-scale human suffering, property destruction, economic loss, and damage to public confidence and morale.

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

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

2. Situation and Assumptions

2.2 Assumptions

This EOP is based on the following assumptions and limitations:

- Essential City services will be maintained as long as conditions permit.
- An emergency will require prompt and effective response and recovery operations by City emergency services, disaster relief, volunteer organizations, and the private sector.
- All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol
- Each responding City and County agency will utilize existing directives and procedures in responding to major emergencies/disasters.
- Environmental, technological, and civil emergencies may be of such a magnitude and severity that State and federal assistance is required.
- County support of City emergency operations will be based on the principle of self-help. The City will be responsible for utilizing all available local resources, along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County.
- Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following an event.
- Local emergency planning efforts focus on accommodating residents while preparing for changes in population trends throughout the year. However, significant increases to the local population may introduce challenges in meeting the needs of non-residents and other travelers during an emergency or disaster.
- All or part of the City may be affected by environmental and technological emergencies.
- The United States Department of Homeland Security provides threat conditions across the United States and identifies possible targets.
- A terrorist-related incident or attack may occur with or without warning. If such an attack occurs, the City could be subject to radioactive fallout or other hazard related to weapons of mass destruction. In accordance with national nuclear civil protection policy, two options have been developed to counteract such a threat: population protection and shelter-in-place programs.

2. Situation and Assumptions

- Outside assistance will be available in most major emergency/disaster situations that affect the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- Control over City resources will remain at the City level even though the Governor has the legal authority to assume control in a State Declaration of Emergency.
- City communication and work centers may be destroyed or rendered inoperable during a disaster. Normal operations can be disrupted during a general emergency; however, the City can still operate effectively if public officials, first responders, employees, volunteers, and residents are:
 - Familiar with established policies and procedures
 - Assigned pre-designated tasks
 - Provided with assembly instructions
 - Formally trained in their duties, roles, and responsibilities required during emergency operations.
- The City will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
- Outside assistance will be available in most emergency situations affecting the City. Although this plan defines procedures for coordinating such assistance, it is essential for the City to be prepared to carry out disaster response and short-term actions on an independent basis.
- It is possible for a major disaster to occur at any time and at any place in the County.
- In some cases, dissemination of warning and increased readiness measures may be possible. However, many disasters and events can occur with little or no warning.
- Local government officials recognize their responsibilities for the safety and well-being of the public and will assume their responsibilities in the implementation of this emergency plan.
- Proper implementation of this plan will reduce or prevent disaster-related losses.

3

Roles and Responsibilities

3.1 General

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

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

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

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

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

3.2 Emergency Management Organization

The City does not have an office or division of emergency management services separate from its existing departments. For the purposes of this plan, the City's emergency management structure will be referred to generally as the City of Cascade Locks EMO. Under this structure, the City Administrator is considered the City Emergency Manager, unless this role has been otherwise delegated.

3. Roles and Responsibilities

Roles and responsibilities of individual staff and agencies are described throughout the plan to further clarify the City's emergency management structure.

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

3.2.1 Executive Group

The Executive Group may include representation from each City department during an event. The Executive Group is responsible for the activities conducted within its jurisdiction. The members of the group include both elected and appointed executives with certain legal responsibilities. Key general responsibilities for local elected and appointed officials include:

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

3.2.1.1 Mayor and City Council

The ultimate responsibility for policy, budget, and political direction for the City government is borne by the City Council. During emergencies, this responsibility includes encouraging citizen involvement and citizen assistance, issuing policy

3. Roles and Responsibilities

statements as needed to support actions and activities of recovery and response efforts, and providing the political contact needed for visiting State and federal officials. Additionally, the council will provide elected liaison with the community and other jurisdictions. In the event of a need for a state of emergency, the Mayor (or designee) will initiate and terminate the state of emergency through a declaration ratified by the council.

General responsibilities of the Mayor and City Council include:

- Establishing emergency management authority by City ordinance.
- Adopting an EOP and other emergency management-related resolutions.
- Declaring a state of emergency and providing support to the Incident Commander in requesting assistance through the County.
- Acting as liaison to the community during activation of the EOC.
- Acting on emergency funding needs.
- Attending Public Information Officer (PIO) briefings.

3.2.1.2 City Administrator

The City Administrator is responsible for continuity of government, overall direction of City emergency operations, and dissemination of public information.

The City Administrator is responsible for:

- In the absence or delay of Council, declaring a state of emergency for the City (needs to be ratified by City Council).
- Authorizing emergency expenditures.
- Ensuring that all City departments develop, maintain, and exercise their respective service annexes to this plan.
- Supporting the overall preparedness program in terms of its budgetary and organizational requirements.
- Implementing the policies and decisions of the governing body.
- Ensuring, through the City Recorder, that plans are in place for the protection and preservation of City records.

3.2.1.3 City Emergency Manager

The City Administrator serves as the City Emergency Manager for the City. The City Emergency Manager has the day-to-day authority and responsibility for overseeing emergency management programs and activities. The City Emergency

3. Roles and Responsibilities

Manager works with the Executive Group to ensure that there are unified objectives with regard to the City's emergency plans and activities, including coordinating all aspects of the City's capabilities. The City Emergency Manager coordinates all components of the local emergency management program, including assessing the availability and readiness of local resources most likely required during an incident and identifying and correcting any shortfalls. In particular, the City Emergency Manager is responsible for:

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

3.2.1.4 City Department Heads

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

3.2.2 Responsibilities of All Departments

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

3. Roles and Responsibilities

communication for responders.

All City departments are responsible for:

- Supporting EOC operations to ensure that the City is providing for the safety and protection of the citizens it serves.
- Establishing, in writing, an ongoing line of succession of authority for each department; this document must be made known to department employees, and a copy must be filed with the City Council and City Emergency Manager.
- Developing alert and notification procedures for department personnel.
- Developing operating guidelines to implement assigned duties specified by this plan.
- Tracking incident-related costs incurred by the department and submitting expenditure reports in accordance with financial management practices. Incident-related costs may occur during response or recovery phases and may include personnel overtime, equipment used/expended, and contracts initiated.
- Establishing internal lines of succession of authority.
- Ensuring that vehicles and other equipment are equipped and ready, in accordance with SOPs.
- Identifying critical functions and developing procedures for maintaining and/or reestablishing services provided to the public and other City departments.
- Assigning personnel to the EOC, as charged by this plan.
- Developing and implementing procedures for protecting vital records, materials, and facilities.
- Promoting family preparedness among employees.
- Ensuring that staff complete any NIMS-required training.
- Ensuring that department plans and SOPs incorporate NIMS components, principles, and policies.
- Dedicating staff time for preparedness training and participation in exercises.
- Preparing and maintaining supporting SOPs and annexes.

3. Roles and Responsibilities

3.2.3 Responsibilities by Function

This group includes services required for an effective emergency management program, of which response is a key element. These agencies include emergency services, law enforcement, and the public health, environmental health, and public works departments.

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

■ Primary Agency(s)

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

■ Supporting Agency(s)

- Identifies agencies that have substantial support roles during major incidents.

3.2.3.1 Transportation

Primary Agency: Public Works

Supporting Agencies: City Administrator's Office, County Emergency Management, Sheriff's Office, County School District, Port of Cascade Locks

Transportation-related responsibilities include:

- Planning for and identifying high-hazard areas, number of potential evacuees, and number of people requiring transportation to reception areas (including vulnerable populations).
- Coordinating transportation needs for Access and Functional Needs Populations.
- Identifying emergency traffic routes.
- Determining optimal traffic flow and movement priority from residences to highways.
- Confirming and managing locations of staging areas and pick-up points for evacuees requiring public transportation.
- Coordinating transportation services, equipment, and personnel using emergency routes.

3. Roles and Responsibilities

- Providing guidance on commuting arrangements for essential workers during the evacuation period.
- Proposing locations of roadblocks and patrols for evacuation movement.
- Providing patrols and safety measures in the evacuated area and reassigning personnel during the evacuation period.

See FA 3 – Infrastructure Services and the County EOP, ESF 1 – Transportation for more details.

3.2.3.2 Communications

Primary Agency: Hood River County 9-1-1

Supporting Agencies: City Administrator's Office, Emergency Services Department, County Emergency Management, Sheriff's Office, Amateur Radio Operators

Alert and Warning

Responsibilities related to alert and warning include:

- Disseminating emergency public information, as requested.
- Receiving and disseminating warning information to the public and key County and City officials.

Communication Systems

Communication-related responsibilities include:

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

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

3.2.3.3 Public Works and Engineering

Primary Agency: Public Works

Supporting Agencies: City Administrator's Office, County Emergency Management, County 9-1-1, Emergency Services Department, Sheriff's Office

Responsibilities related to public works and engineering include:

3. Roles and Responsibilities

- Barricading hazardous areas.
- Performing priority restoration of streets and bridges.
- Protecting and restoring waste treatment and disposal systems.
- Augmenting sanitation services.
- Assessing damage to streets, bridges, traffic control devices, the wastewater treatment system, and other public works facilities.
- Removing debris.
- Assessing damage to City-owned facilities.
- Condemning unsafe structures.
- Directing temporary repair of essential facilities.

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

3.2.3.4 Firefighting

Primary Agency: Emergency Services Department

Supporting Agencies: City Administrator's Office, Public Works, County Emergency Management, Sheriff's Office

Responsibilities related to fire service include:

- Providing fire prevention, fire suppression, and emergency medical aid to prevent loss of life, loss of property, and damage to the environment.
- Assisting in the initial damage survey following a disaster
- Inspecting damaged areas for fire hazards.
- Providing hazardous materials spills containment, planning, and coordination.
- Inspecting shelters for fire hazards.

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

3. Roles and Responsibilities**3.2.3.5 Emergency Management**

Primary Agency: City Administrator's Office

Supporting Agencies: County Emergency Management

Emergency Operations Center

EOC responsibilities include:

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

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

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

Primary Agency: American Red Cross

Supporting Agencies: City Administrator's Office, Emergency Services Department, County Emergency Management, County School District, Fish Food Bank

The City relies on the support of the County to provide shelter and mass care services and has adopted the procedures outlined in the County EOP. The Hood River County Health Department, with support from the Oregon Trail Chapter of the American Red Cross (Red Cross), is responsible for ensuring that the mass care needs of the affected population are met, including sheltering, feeding, providing first aid, and reuniting families. Relevant operations are detailed in the County EOP, ESF 6 – Mass Care, Emergency Assistance, Housing, and Human Services and ESF 11 – Agriculture and Natural Resources.

Responsibilities related to mass care, emergency assistance, housing, and human service include:

- Maintaining the Community Shelter Plan and Animals Disaster Response Plan.

3. Roles and Responsibilities

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

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

3.2.3.7 Logistics Management and Resource Support

Primary Agency: Emergency Services Department

Supporting Agencies: City Administrator's Office, Public Works, County Emergency Management, Sheriff's Office, Port of Cascade Locks

Responsibilities related to logistics management and resource support responsibilities include:

- Establishing procedures for employing temporary personnel for disaster operations.

3. Roles and Responsibilities

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

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

3.2.3.8 Public Health and Emergency Medical Services

Public Health Services

Primary Agency: County Health Department

Supporting Agencies: City Administrator's Office, County Emergency Management

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

Responsibilities related to public health include:

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

3. Roles and Responsibilities

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

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

Emergency Medical Services

Primary Agency: Emergency Services Department

Supporting Agencies: City Administrator's Office

Responsibilities related to emergency medical services (EMS) include:

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

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

3.2.3.9 Search and Rescue

Primary Agency: County Sheriff's Office

Supporting Agencies: City Administrator's Office, Emergency Services Department, County Emergency Management, County 9-1-1

Responsibilities related to search and rescue include:

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

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

3.2.3.10 Oil and Hazardous Materials Response

Primary Agency: Emergency Services Department

Supporting Agencies: City Administrator's Office, County Emergency Management, Port of Cascade Locks

3. Roles and Responsibilities

Hazardous Materials Response

Responsibilities related to oil and hazardous material response include:

- Conducting oil and hazardous materials (chemical, biological, etc.) response.
- Assessing the health effects of a hazardous materials release.
- Identifying the need for hazardous materials incident support from regional and State agencies.
- Providing protective actions related to hazardous materials.
- Conducting environmental short- and long-term cleanup.

Radiological Protection

Responsibilities related to radiological protection include:

- Providing a localized radiological monitoring and reporting network, when necessary.
- Securing initial and refresher training for instructors and monitors.
- Providing input to the Statewide monitoring and reporting system from incident scenes, as necessary.
- Under fallout conditions, providing City and County officials and department heads with information regarding fallout rates, fallout projections, and allowable doses provided by the State Radiation Protection Services or federal government.
- Providing monitoring services and advice at the scenes of accidents involving radioactive materials.

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

3.2.3.11 Agriculture and Natural Resources

Primary Agency: County Health Department, County Emergency Management

Supporting Agencies: City Administrator's Office

Responsibilities related to agriculture and natural resources include:

- Provision of nutrition assistance.
- Conducting animal and plant disease and pest response.
- Monitoring food safety and security.

3. Roles and Responsibilities

- Providing natural and cultural resources and historic properties protection and restoration.
- Protecting the safety and well-being of household pets.

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

3.2.3.12 Energy and Utilities

Primary Agency: Electric Department

Supporting Agencies: City Administrator's Office, County Emergency Management, Bonneville Power Administration

Responsibilities related to energy and utilities include:

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

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

3.2.3.13 Law Enforcement Services

Primary Agency: Sheriff's Office

Supporting Agencies: Emergency Services Department, City Administrator's Office

Responsibilities related to law enforcement include:

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

3. Roles and Responsibilities

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

3.2.3.14 Recovery

Primary Agency: City Administrator's Office

Supporting Agencies: County Emergency Management

Recovery-related responsibilities include:

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

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

3.2.3.15 External Affairs

Primary Agency: City Administrator's Office

Supporting Agencies: County Emergency Management

Responsibilities related to external affairs include:

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

3. Roles and Responsibilities

- Being aware of Spanish-only-speaking and/or bilingual population centers within the City and County and preparing training and news releases accordingly.

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

3.2.3.16 Evacuation and Population Protection

Primary Agency: Sheriff's Office

Supporting Agencies: Emergency Services Department, Public Works

Responsibilities related to evacuation and population protection include:

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

See FA 1 – Emergency Services for more details.

3.2.3.17 Damage Assessment

Primary Agency: County Building Department

Supporting Agencies: County Emergency Management

Responsibilities related to damage assessment include:

- Establishing a damage assessment team from among City departments with assessment capabilities and responsibilities.
- Training and providing damage plotting team members to the EOC.
- Assisting in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.

3. Roles and Responsibilities

- Assisting in determining the geographic extent of the damaged area.
- Compiling estimates of damage for use by City officials in requesting disaster assistance.
- Evaluating the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.

See FA 4 – Recovery strategy for more details.

3.2.3.18 Legal Services

Primary Agency: City Attorney (accessed through City Administrator)

Supporting Agencies: City Recorder

Responsibilities related to legal services include:

- Advising City officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - Implement wage, price, and rent controls
 - Establish rationing of critical resources
 - Establish curfews
 - Restrict or deny access
 - Specify routes of egress
 - Limit or restrict use of water or other utilities
 - Remove debris from publicly or privately owned property.
- Reviewing and advising City officials regarding possible liabilities arising from disaster operations.
- Preparing and recommending local legislation to implement emergency powers when required.
- Advising City officials and department heads regarding record keeping requirements and other documentation necessary for exercising emergency powers.
- Thoroughly reviewing and maintaining familiarity with current ORS 401 provisions as they apply to County or City government in disaster events.

3. Roles and Responsibilities

3.2.3.19 Volunteer and Donation Management

Primary Agency: County Emergency Management

Supporting Agencies: Community- and Faith-based Organizations

Government-Sponsored Volunteers

Responding to incidents frequently exceeds the City's resources. Government-sponsored volunteer organizations such as Community Emergency Response Teams (CERTs), Fire Corps and/or Medical Reserve Corps, and Volunteers in Police Service provide vital support to emergency response agencies in completing their assigned tasks.

Unaffiliated Volunteers and Donations.

Unaffiliated volunteers and donors can support response efforts in many ways, and it is essential that the City plan ahead to effectively incorporate volunteers and donated goods into its response activities.

3.2.2.20 Coordination with Special Facilities

Responsibilities related to coordination with special facilities (e.g., schools, care facilities, correctional institutions) include:

- Establishing strong working relationships with local jurisdictional leaders and core private-sector organizations, voluntary agencies, and community partners.
- Encouraging staff preparedness by participating in planning, training, and exercises.
- Educating staff, students, clients, etc. on facility emergency plans and procedures and the need for individual and/or family emergency planning.
- Preparing and maintaining emergency plans and SOPs.

3.2.3.21 Other Agency Responsibilities

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

3.3 Local and Regional Response Partners

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

3.3.1 Private Sector

Private-sector organizations play a key role before, during, and after an incident. First, they must provide for the welfare and protection of their employees in the

3. Roles and Responsibilities

workplace. In addition, the City and County must work seamlessly with businesses that provide water, power, communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent. Essential private-sector responsibilities include:

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

3.3.2 Nongovernmental Organizations

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

The roles of nongovernmental organizations in an emergency may include:

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

3. Roles and Responsibilities

3.3.3 Individuals and Households

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

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

3.4 County Response Partners

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

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

3.5 State Response Partners

Under the provisions of ORS 401.025 through 401.236, the Governor has broad responsibilities for the direction and control of all emergency activities in a State-declared emergency. The administrator of OEM is delegated authority by ORS 401.052 to 401.235 to coordinate all activities and organizations for emergency management within the State and to coordinate in emergency matters with other states and the federal government.

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

3. Roles and Responsibilities

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

3.6 Federal Response Partners

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

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

3.7 Response Matrix

The following table assigns primary and support agencies for the primary emergency functions. Departments or agencies assigned as primary, but may only have the responsibility of coordinating with other primary or supporting agencies to ensure continuity.

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function																				
Related County Annexes	ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15					
	Transportation	Communications	Public Works and Engineering	Firefighting	Emergency Management	Mass Care, Emergency Assistance, Housing, and Human Services	Logistics Management and Resource Support	Public Health and Medical Services	Search and Rescue	Oil and Hazardous Materials	Agriculture and Natural Resources	Energy	Public Safety and Security	Long-Term Community Recovery	External Affairs	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
	S	S	S	S	P	S	S	S	S	S	S	S	S	P	P		S	P	P	P
City of Cascade Locks					S													S		
City Administrator's Office (City Emergency Manager)																				
City Recorder					S															
Electric Department			S									P								
Emergency Services Department		S	S	P		S	P		S	P			S	S						
Public Works	P		P	S			S							S			P			
Hood River County																				
Emergency Management	S	S	S	S	S	S	S	S	S	S	P	S	S	S	S	S	S	S	S	S
Hood River County 9-1-1		P	S	S					S				S							
Health Department						S		P			P									
Sheriff's Office	S	S		S			S		P											P
Public Works			S													S				

Key:
 P – Primary
 S – Support

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function	
Related County Annexes	Function
ESF 1	Transportation
ESF 2	Communications
ESF 3	Public Works and Engineering
ESF 4	Firefighting
ESF 5	Emergency Management
ESF 6	Mass Care, Emergency Assistance, Housing, and Human Services
ESF 7	Logistics Management and Resource Support
ESF 8	Public Health and Medical Services
ESF 9	Search and Rescue
ESF 10	Oil and Hazardous Materials
ESF 11	Agriculture and Natural Resources
ESF 12	Energy
ESF 13	Public Safety and Security
ESF 14	Long-Term Community Recovery
ESF 15	External Affairs
	Evacuation and Population Protection
	Damage Assessment
	Legal Services
	Volunteer and Donations Management
	Coordination with Special Facilities

Key:
P – Primary
S – Support

Governor's Recovery Planning Cell (Governors Recovery Cabinet)
Office of the State Fire Marshal
Business Development Department
Department of Agriculture
Department of Energy
Department of Environmental Quality
Department of Forestry
Department of Human Services
Department of Transportation

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function		ESF 1	ESF 2	ESF 3	ESF 4	ESF 5	ESF 6	ESF 7	ESF 8	ESF 9	ESF 10	ESF 11	ESF 12	ESF 13	ESF 14	ESF 15	Evacuation and Population Protection	Damage Assessment	Legal Services	Volunteer and Donations Management	Coordination with Special Facilities
Related County Annexes	Transportation																				
	Oregon Emergency Management	S				S				S											
	Oregon Health Authority						S														
	Oregon Military Department							S													
	Oregon State Police													S							
	Public Utility Commission		S										S								
Federal																					
	Department of Agriculture				S							S									
	Department of Defense			S						S											
	Department of Energy												S								
	Department of Health and Human Services								S												
	Department of Homeland Security		S	S		S	S	S		S	S				S	S					

Key:
P – Primary
S – Support

3. Roles and Responsibilities

Table 3-1 Primary and Support Agencies by Function	
Related County Annexes	ESF 1 ESF 2 ESF 3 ESF 4 ESF 5 ESF 6 ESF 7 ESF 8 ESF 9 ESF 10 ESF 11 ESF 12 ESF 13 ESF 14 ESF 15
Transportation	ESF 1
Communications	ESF 2
Public Works and Engineering	ESF 3
Firefighting	ESF 4
Emergency Management	ESF 5
Mass Care, Emergency Assistance, Housing, and Human Services	ESF 6
Logistics Management and Resource Support	ESF 7
Public Health and Medical Services	ESF 8
Search and Rescue	ESF 9
Oil and Hazardous Materials	ESF 10
Agriculture and Natural Resources	ESF 11
Energy	ESF 12
Public Safety and Security	ESF 13
Long-Term Community Recovery	ESF 14
External Affairs	ESF 15
Evacuation and Population Protection	
Damage Assessment	
Legal Services	
Volunteer and Donations Management	
Coordination with Special Facilities	

Key:
P – Primary
S – Support

Department of Housing and Urban Development
 Department of Interior
 Department of Justice
 Department of the Interior
 Department of Transportation
 Environmental Protection Agency
 General Services Administration
 Small Business Administration

4

Concept of Operations

4.1 General

Primary roles involved during the initial emergency response will focus on first responders, such as fire districts/departments, law enforcement agencies, and public works departments; initial response also may include hospitals, local health departments, and fire and hazardous material teams. Typically, as the emergency situation evolves and the immediate response subsides, a transition period will occur during which emergency responders will hand responsibility for active coordination of the response to agencies or organizations involved with recovery operations. In all emergencies, saving and protecting human lives is the top priority.

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

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

4.2 Emergency Management Mission Areas

This plan adheres to the emergency management principle of all-hazards planning, which is predicated on the fact that most responsibilities and functions performed during an emergency are not hazard-specific. It should be noted that this is an emergency operations plan and is focused on response and short-term recovery actions. Nevertheless, this EOP impacts and is informed by activities conducted before and after any emergency operations take place and is designed to assist the City in:

- Preventing, avoiding, or stopping a threatened or an actual act of terrorism.

4. Concept of Operations

- Protecting citizens, residents, visitors, and assets against the greatest threats and hazards in a manner that allows the City’s interests, aspirations, and way of life to thrive.
- Mitigating the loss of life and property by lessening the impact of future disasters.
- Responding quickly to save lives, protect property and the environment, and meet basic human needs in the aftermath of a catastrophic incident.
- Recovering through a focus on the timely restoration, strengthening, and revitalization of infrastructure, housing, and a sustainable economy, as well as the health, social, cultural, historic and environmental fabric of the community when affected by a disaster.

4.3 Incident Levels

The City has adopted incident levels that are consistent with the incident types used at the federal level. These incident levels are based on the following five levels of complexity. (Source: U.S. Fire Administration).

Table 4-1 NIMS Incident Levels	
Type 5	<ul style="list-style-type: none"> ■ The incident can be handled with one or two single resources with up to six personnel. ■ Command and General Staff positions (other than the Incident Commander) are not activated. ■ No written Incident Action Plan (IAP) is required. ■ The incident is contained within the first operational period and often within an hour to a few hours after resources arrive on scene. ■ Examples include a vehicle fire, an injured person, or a police traffic stop.

4. Concept of Operations

Table 4-1 NIMS Incident Levels	
Type 4	<ul style="list-style-type: none"> ■ Command and General Staff functions are activated only if needed. ■ Several resources are required to mitigate the incident. ■ The incident is usually limited to one operational period in the control phase. ■ The agency administrator may have briefings and ensure the complexity analysis and delegation of authority are updated. ■ No written IAP is required, but a documented operational briefing will be completed for all incoming resources. ■ The agency administrator develops operational plans, including objectives and priorities.
Type 3	<ul style="list-style-type: none"> ■ When capabilities exceed initial attack, the appropriate ICS positions should be added to match the complexity of the incident. ■ Some or all Command and General Staff positions may be activated, as well as Division/Group Supervisor and/or Unit Leader level positions. ■ A Type 3 Incident Management Team or Incident Command organization manages initial action incidents with a significant number of resources, an extended attack incident until containment/control is achieved, or an expanding incident until transition to a Type 1 or 2 team. ■ The incident may extend into multiple operational periods. ■ A written IAP may be required for each operational period.
Type 2	<ul style="list-style-type: none"> ■ The incident extends beyond the capabilities for local control and is expected to extend into multiple operational periods. A Type 2 incident may require the response of resources out of area, including regional and/or national resources, to effectively manage the Operations, Command, and General Staffing. ■ Most or all of the Command and General Staff positions are filled. ■ A written IAP is required for each operational period. ■ Many of the functional units are needed and staffed. ■ Operations personnel normally do not exceed 200 per operational period and total incident personnel do not exceed 500 (guidelines only). ■ The agency administrator is responsible for the incident complexity analysis, agency administrator briefings, and the written delegation of authority.

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Table 4-1 NIMS Incident Levels	
Type 1	<ul style="list-style-type: none"> ■ This type of incident is the most complex, requiring national resources to safely and effectively manage and operate. ■ All Command and General Staff positions are activated. ■ Operations personnel often exceed 500 per operational period, and total personnel will usually exceed 1,000. ■ Branches need to be established. ■ The agency administrator will hold briefings and ensure that the complexity analysis and delegation of authority are updated. ■ Use of resource advisors at the incident base is recommended. ■ There is a high impact on the local jurisdiction, requiring additional staff for office administrative and support functions.

4.4 Response Priorities

4.4.1 Response

Response activities are taken immediately after an incident and a transition into recovery activities will take place as soon as conditions permit. Both response and recovery activities can take place concurrently until the life safety and protective actions are completed. Response-related activities are prioritized as follows:

1. **Lifesaving:** Efforts to save lives and implement operations to minimize risks to public health and safety.
2. **Property:** Actions taken to reduce impacts to critical infrastructure and key resources, and minimize property damage.
3. **Environment:** Actions taken to mitigate long-term impacts to the environment

4.4.2 Recovery

It is the responsibility of government to assist the public and private sector with recovery from disaster. A widespread disaster will likely impact the ability of businesses to function, disrupt employment, interrupt government services and impact tax revenues. Recovery is one of the four phases of emergency management. This EOP is not a recovery plan; that document is a separate endeavor. However, both response and recovery activities often take place concurrently until life safety and protective actions are completed. Recovery operations are the actions taken to protect lives and property while helping impacted areas of the City meet basic needs and resume self- sufficiency; returning to a “new normal” for the community.

1. **Damage Assessment:** Determine structure impacts to the City

4. Concept of Operations

2. **Debris Removal:** Coordination of debris collection and removal
3. **Infrastructure Restoration:** Facilitate restoration of critical infrastructure.

Short-term recovery involves the restoration of critical services such as communications, water supply, sewage service, emergency medical capabilities and power, as well as garbage and debris removal. These functions must recover early in the incident to support life, health, and safety of the population and to support response missions.

4.5 Incident Management

4.5.1 Activation

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

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

4.5.2 Initial Actions

Upon implementation of all or part of this EOP, the Incident Commander (or designee) will immediately take the following actions:

- Alert threatened populations and initiate evacuation as necessary.
See FA 1 – Emergency Services Annex for more details.
- Initiate emergency sheltering procedures with the Red Cross and other community partners if evacuation procedures are activated.
See FA 2 – Human Services Annex for more details.

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- Instruct appropriate City emergency service providers to activate necessary resources.
- Request the City Council to prepare and submit a formal declaration of emergency through County Emergency Management when it is determined that local resources will not meet the needs of local emergency operations.
- City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following the emergency. *See FA 4 – Recovery Strategy Annex for additional information regarding community recovery procedures.*

4.5.3 Communications, Notification and Warning

Warnings, emergency information, or disaster reports may be received by any of the departments in the City. In all cases, such information will be relayed to the Hood River County Sheriff's Office (9-1-1) and the City Emergency Manager. Decisions to respond, implement the disaster plan, and activate the EOC will be made by the City Emergency Manager. Traditional communication lines, such as landline and cellular telephones, faxes, pagers, internet/e-mail, and radio, will be used by City response personnel throughout the duration of response activities. *See FA 1 – Emergency Services for more details.*

The City Administrator may request the activation of the Emergency Alert System via Hood River County 9-1-1. Hood River County is currently adding a reverse 9-1-1 system; however, registration for the system is voluntary. Citizens may access <http://www.ready.gov/make-a-plan> for information. FA 1 – Emergency Services provides detailed information regarding how these systems are accessed, managed, and operated throughout an emergency's duration. Emergency notification procedures are established among the response community, and call-down lists should be updated and maintained by each agency

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

4.5.3.1 Interoperability

To the greatest extent possible, the City will maintain the ability of emergency management/response personnel to communicate within and across agencies and jurisdictions via voice, data, or video in real time, when needed, and when authorized. It is essential that these communications systems be capable of

4. Concept of Operations

interoperability, as successful emergency management and incident response operations require the continuous flow of critical information among jurisdictions, disciplines, organizations, and agencies.

Interoperability planning requires accounting for emergency management and incident response contingencies and challenges. Interoperability plans should include considerations of governance, SOPs, technology, training and exercises, and usage within the context of the stress and chaos of a major response effort.

Coordinated decision making between agencies and jurisdictions is necessary to establish proper and coherent governance and is critical to achieving interoperability. Agreements and SOPs should clearly articulate the processes, procedures, and protocols necessary to achieve interoperability.

4.5.4 Situational Awareness and Intelligence Gathering

4.5.4.1 Situational Awareness

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

Considerations that may increase the complexity of an event and heighten the need for good situational awareness include:

- Impacts to life, property, and the economy.
- Community and responder safety.
- Potential hazardous materials.
- Weather and other environmental influences.
- Likelihood of cascading events or incidents.
- Potential crime scene (including terrorism).
- Political sensitivity, external influences, and media relations.
- Area involved and jurisdictional boundaries.

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4.5.4.2 Intelligence Gathering

While the Planning Section handles the operational and situational intelligence described above, the Intelligence/Investigations function gathers and reports information related to criminal and terrorist activities. Information handled under this function may lead to the detection, prevention, apprehension, and prosecution of criminal activities (or those involved), including terrorist incidents. It may also help determine the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins.

Gathering timely and accurate outside intelligence and establishing procedures for analyzing that data and distributing it to the right people are both critical to responding to an incident effectively. The County may choose to identify an intelligence position in its command structure. This position may be included as part of an expanded Command Staff, or it may fall to the Planning Section Chief or designee.

The City will rely on the Hood River County Sheriff's Office to coordinate intelligence gathering activities.

4.5.4.3 Coordination with State Fusion Center

The State of Oregon maintains a fusion center to provide intelligence support as it relates to terrorism and terrorist activity. The Oregon Terrorism Information Threat Assessment Network (TITAN) Fusion Center (OTFC) and Portland Urban Area TITAN Fusion Center's mission is to protect the citizens of Oregon from terrorism and terrorist activity by providing an "all crimes, all threat, and all hazard" information clearinghouse for federal, State, local, and tribal law enforcement agencies.

The City will rely on the Hood River County Sheriff's Office to interface with the OTFC.

4.5.5 Resource Management

The City EOC staff has the authority under emergency conditions to establish priorities for the assignment and use of all City resources. The City will commit all its resources, if necessary, to protect life and property.

The City Administrator has the overall responsibility for establishing resource priorities. In a situation where resource allocations are in dispute, the City Administrator has the final allocation authority. Under emergency conditions, members of the EOC staff will allocate resources according to the following guidelines:

- Deploy resources according to the following priorities:
 1. Protection of life.
 2. Protection of responding resources.

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3. Protection of public facilities.

4. Protection of private property.

- Distribute resources in a manner that provides the most benefit for the amount of local resources expended.
- Escalate the activation of other available resources by activating mutual aid agreements with other jurisdictions.
- Should the emergency be of such magnitude that all local resources are committed or expended, request assistance from the County for County, State, and federal resources.
- Activation of County, State, and/or federal resources will be accomplished in a timely manner through an emergency declaration and request for assistance from the County.

4.5.5.1 Volunteer and Donations Management

At this time, the City does not have a formal volunteer and donations management program in place. Should one be developed in the future, the program will work to ensure the most efficient and effective use of unaffiliated volunteers, unaffiliated organizations, and unsolicited donated goods to support events and incidents.

The City Emergency Manager will coordinate and manage volunteer services and donated goods through appropriate liaisons assigned at the City EOC, with support from the Red Cross and other volunteer organizations. These activities are intended to maximize benefits without hindering emergency response operations. Elements of the City's volunteer and donations management program may include:

- Activation of a Volunteer and Donations Management coordinator within the City's EMO to address volunteer and donations management, including coordination with neighboring jurisdictions and the state's donation management system.
- Implementation of a system for tracking and utilizing volunteers and donations (including cash contributions).
- Coordination with the County, State, and local volunteer agencies and Volunteer Organizations Active in Disaster groups,
- Establishment of facilities such as a warehouse and volunteer reception center.
- Methods and sites for collection, sorting, managing, and distributing in-kind contributions, including methods for disposing of or refusing goods that are not acceptable.

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- Communications support such as coordination of a call center and public information.
- Procedures to verify and/or vet voluntary organizations and/or organizations operating relief funds.

The City may coordinate with the County to provide volunteer and donations management support.

4.5.5.2 Resource Typing

The City may choose to implement NIMS resource typing to better address resource and supply needs during an emergency. Resource typing is a method for standardizing nomenclature, used when requesting equipment and managing resources during an incident; NIMS approves this method for ordering supplies and providing mutual aid to partners during an emergency.

Within many of the resource types are divisions for size, power, or quantity. These are commonly listed as Type I, Type II, Type III, and so on. If interpreted properly, a resource typing list can increase the usefulness of the tools requested in an emergency and may reduce costs by eliminating orders for equipment that are inaccurate or inappropriate for the situation. Response personnel and support staff should practice using resource typing lists and become familiar with the standard terminology for commonly requested resources.

4.5.6 Access and Functional Needs Populations

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

See FA 2 – Human Services for additional information on Access and Functional Needs Populations, including children and programs the City currently has in place.

4.5.7 Animals in Disaster

While the protection of human life is paramount, the need to care for domestic livestock and/or companion animals plays into decisions made by the affected population. The Hood River County Sheriff's Office Animal Control Officer will coordinate with local animal owners, veterinarians, and animal advocacy groups to address animal-related issues that arise during an emergency.

4.5.8 Demobilization

As the emergency situation progresses and the immediate response subsides, a transition period will occur during which emergency responders will hand

4. Concept of Operations

responsibility for active coordination of the response to agencies or organizations involved with short- and long-term recovery operations.

The City Emergency Manager will determine when a state of emergency no longer exists and will request restoration of normal City functions from the City Mayor, or designee. Operations can then be terminated.

4.5.9 Transition to Recovery

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

See FA 4 – Recovery Strategy for more details.

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Command and Control

5.1 General

The ultimate responsibility for command and control of City departments and resources lies with the City Administrator. The City EMO is responsible for maintaining the readiness of the ECC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Management and to work in the EOC during a major disaster. Other departments may be requested to provide assistance in a major emergency.

5.2 On-Scene Incident Management

The initial City response structure consists of the Incident Commander and responding agencies (i.e., Public Works Department, Sheriff's Office, and Emergency Services). Depending on the incident, the Director/Chief of the responding agency may act as both the Incident Commander and chief. During the initial response, an Incident Commander from the appropriate agency will be located at the on-scene Incident Command Post and will assume the responsibilities of the PIO, liaison officer, and safety officer Command Staff responsibilities until these responsibilities are delegated.

As the incident progresses, and to maintain an adequate span of control, the initial response structure will increase into an expanded ICS organization, supported by some or all Command and General Staff positions.

5.3 Emergency Operations Center Support to On-Scene Operations

Depending on the type and size of incident, the City may activate the EOC. The City will request additional personnel to support this expanded structure. Depending on the incident type, the City departments will provide staff to the EOC. Following a declaration of emergency, the City may receive assistance from the County and may utilize and support the County ICS structure. At any time, if the incident expands or contracts, changes in jurisdiction or discipline, or becomes more or less complex, the Incident Commander may change to meet the needs of the incident.

Upon activation of the City EOC, the City Administrator is empowered to assume executive control over all departments, divisions, and offices of the City of Cascade Locks during a state of emergency. The Incident Commander is responsible for performing such duties as causing emergency measures to be

5. Command and Control

enforced and designating emergency areas. The City Administrator (or designee) may declare a state of emergency, place this plan into effect, and activate and staff the City EOC on full or partial basis. In the event that one or more of the above actions are implemented, a report of such action will be made to the Mayor and City Council at the first available opportunity.

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

5.4 Emergency Operations Center

The EOC supports incident response activities. The EOC may be activated upon notification of a possible or actual emergency. The EOC tracks, manages, and allocates appropriate resources and personnel. During large-scale emergencies, the EOC may become the seat of government for the duration of the crisis. The EOC will serve as a multi-agency coordination center, if needed.

5.4.1 Emergency Operations Center Activation

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

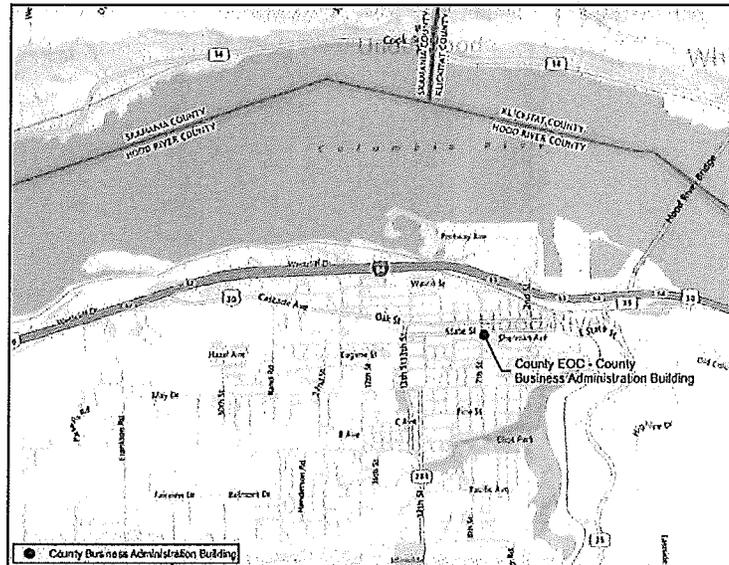
- The EOC will be activated by the City Emergency Manager, who will assume the role of EOC Manager. The City Administrator will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- Emergency operations will be conducted by City departments.
- The Incident Commander may establish an on-scene command post to maintain close contact and coordination with the EOC.
- Department heads and organization leaders are responsible for the emergency functions assigned to their activities, as outlined in their respective annexes.
- The City Emergency Manager will immediately notify the County Emergency Management office upon activation. Periodic updates will be issued as the situation requires.

5. Command and Control

The County EOC is located at:

County Business Administration Building
601 State Street, Hood River, OR 97031

Figure 5-3 Hood River County's Primary EOC Location



The location of the EOC can change, as dictated by the nature of the disaster and the resource requirements needed to adequately respond. Coordination and control for City emergency operations will take place from the EOC as long as environmental and incident conditions allow; however, the Incident Commander, or designee, will designate a facility should it be necessary to relocate.

5.4.3 Emergency Operations Center Staffing

Due to limited personnel and resources available in the City, it is imperative that all primary and alternate EOC staff be trained on ICS functions outside their areas of expertise.

5.4.4 Access and Security

Since the EOC is an operational center dealing with a large volume of incoming and outgoing, often sensitive, information, access will be limited to designated emergency operations personnel. Others may be allowed access as determined by the City Administrator, or designee. Appropriate security measures will be in place to identify personnel who are authorized to be present.

5.4.5 Deactivation

Each situation will need to be evaluated to determine the need for continued operation of the EOC after the emergency response phase of the incident has been completed. This decision is made by the City Administrator.

5. Command and Control

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

The City Administrator has the final approval authority for activation and closure of the EOC. Once the decision has been made to limit hours/staff or close the EOC, this needs to be disseminated to the same agencies that were notified when it was activated. If necessary, the EOC may be re-opened (see activation procedures in section 5.4.1) and emergency operations may be re-initiated at any time. Similar to initial activation, re-activation of the EOC occurs at the direction of the City Administrator (City Emergency Manager).

5.5 Emergency Operations Center Organizational Structure

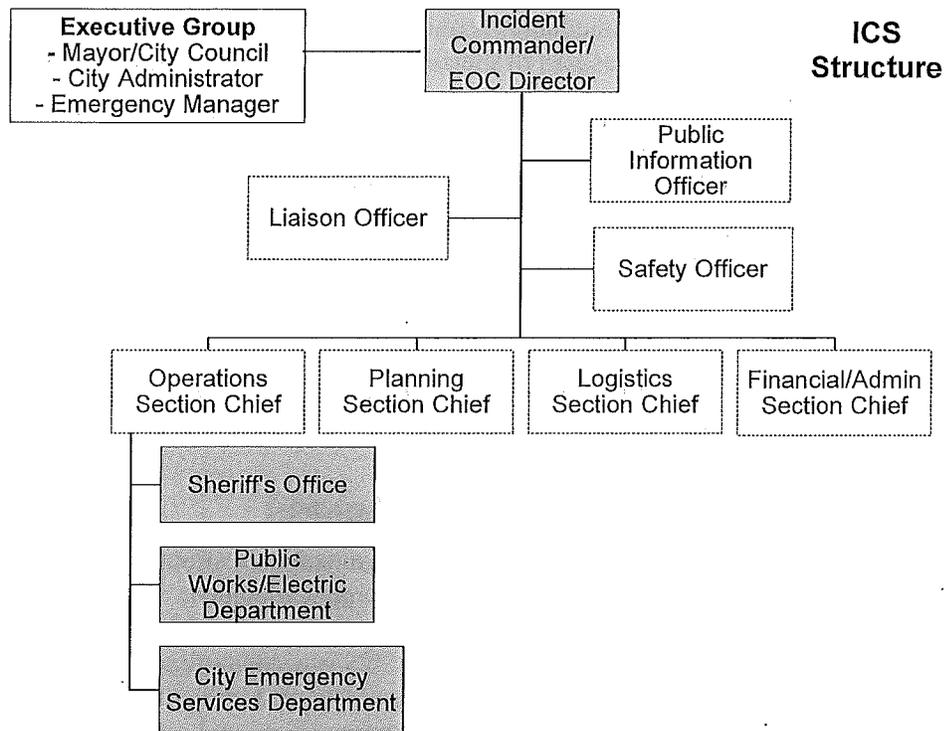
5.5.1 Alignment with NIMS/ICS

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

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

5. Command and Control

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



5.5.2 Emergency Operations Center Command Staff

While full staffing of the EOC is desirable for every incident (i.e., all Command and General Staff functions, including branches and units, are covered), the City of Cascade Locks does not have sufficient resources to provide this in all cases.

5.5.2.1 Emergency Operations Center Director

The EOC Director (City Administrator) is responsible for the operations of the EOC when it is activated and has overall responsibility for accomplishing the EOC mission. In general, the EOC Director (City Administrator) is responsible for:

- Approving and supporting implementation of an IAP.
- Coordinating activities supporting the incident or event.
- Approving release of information through the PIO.
- Performing the duties of the following Command Staff if no one is assigned to the position:
 - Safety Officer

5. Command and Control

- PIO
- Liaison Officer
- General Staff.

5.5.2.2 Public Information Officer

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

- Developing and coordinating release of information to incident personnel, media, and the general public.
- Coordinating information sharing among the public information network through the use of a Joint Information System (JIS) and, if applicable, participating in a Joint Information Center (JIC).
- Implementing information clearance processes with the Incident Commander.
- Conducting and/or managing media briefings and implementing media-monitoring activities.

5.5.2.3 Liaison Officer

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

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

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

5. Command and Control**5.5.3 Emergency Operations Center General Staff****5.5.3.1 Operations Section Chief**

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

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

Private entities, companies, and nongovernmental organizations may also support the Operations Section. The Operations Chief is responsible for:

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

5.5.3.2 Planning Section Chief

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

- Collecting, evaluating, and distributing information regarding the incident and providing a status summary.

5. Command and Control

- For terrorist incidents, liaise with the OTFC.
- Preparing and disseminating the IAP.
- Conducting planning meetings and developing alternatives for tactical operations.
- Maintaining resource status.

5.5.3.3 Logistics Section Chief

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

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

5.5.3.4 Finance/Administration

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

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

5.5.4 Unified Command

In some incidents, several organizations may share response authority. ICS has the advantage of combining different local, County, regional, State, and federal agencies into the same organizational system, maximizing coordination of response activities, and avoiding duplication of efforts. A structure called Unified Command allows the Incident Commander position to be shared among several agencies and organizations that maintain jurisdiction. Unified Command

5. Command and Control

members retain their original authority but work to resolve issues in a cooperative fashion to enable a more efficient response and recovery.

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

5.5.5 Area Command

Area Command is activated only if necessary, depending on the complexity of the incident and span-of-control considerations. An Area Command is established either to oversee the management of multiple incidents that are being handled by separate ICS organizations or to oversee the management of a very large incident that involves multiple ICS organizations. It is important to note that Area Command does not have operational responsibilities. For incidents under its authority, the Area Command:

- Sets overall agency incident-related priorities.
- Allocates critical resources according to established priorities.
- Ensures that incidents are managed properly.
- Ensures effective communications.
- Ensures that incident management objectives are met and do not conflict with each other or with agency policies.
- Identifies critical resource needs and reports them to the EOC(s).
- Ensures that short-term emergency recovery is coordinated to assist in the transition to full recovery operations.
- Provides for personnel accountability and a safe operating environment.

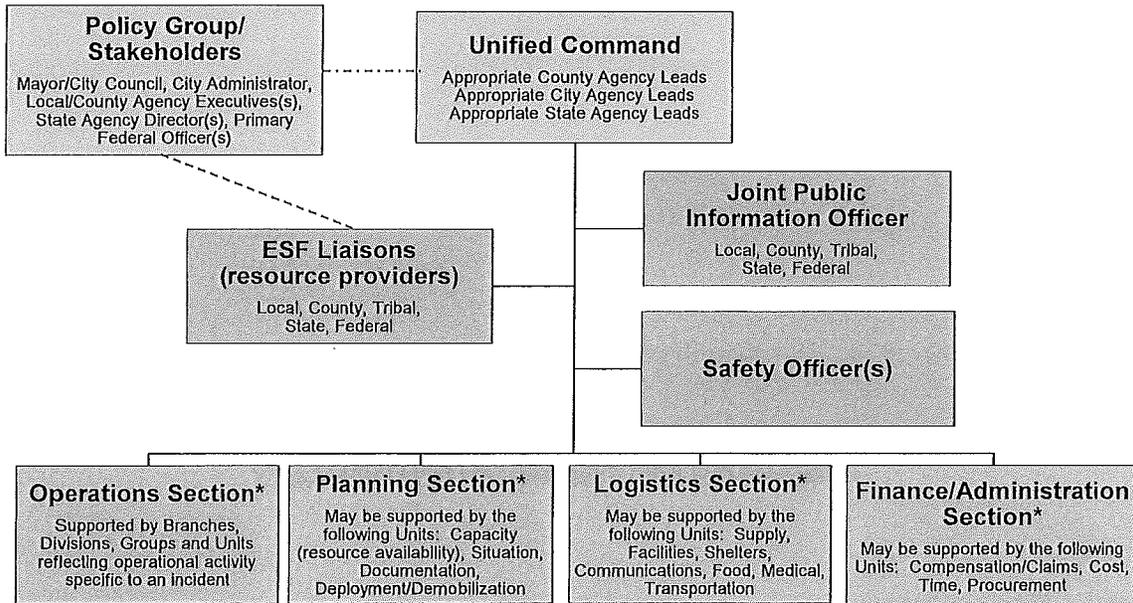
5.5.6 Multi-Agency Coordination

In the event the City is coordinating a response with other jurisdictions or agencies with authority over the incident, it may choose to implement a Multi-Agency Coordination (MAC) Group. Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds are brought together and form MAC Groups. Other names for MAC Groups include "multiagency committees" and "emergency management committees." A MAC Group can provide coordinated decision making and

5. Command and Control

resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

Figure 5-5 Example of Unified Command for the City



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

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Plan Development, Maintenance and Implementation

6.1 Plan Review and Maintenance

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

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

In addition, lead agencies will review the annexes and appendices assigned to their respective departments. A more frequent schedule for plan review and revision may be necessary. The EOP will be re-promulgated when a new senior elected or appointed official takes office or at a minimum of every five years to comply with State requirements.

Recommended changes should be forwarded to:

City Administrator's Office
Attn: City Emergency Manager
P.O. Box 308
140 SW Wa Na Pa
Cascade Locks, OR 97014

6.2 Training Program

The City Emergency Manager coordinates training for City personnel and encourages them to participate in training sessions hosted by other jurisdictions throughout the region.

Current training and operational requirements set forth under NIMS have been adopted and implemented by the City. The Emergency Services Department will maintain records and lists of training received by City personnel. Training requirements apply to all first responders and disaster workers, including first-line supervisors, middle management, and Command and General staff. NIMS identifies these positions as follows:

6. Plan Development, Maintenance and Implementation

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

Table 6-1 provides the recommended training standards for the City’s emergency personnel.

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

6.3 Exercise Program

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

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

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

6. Plan Development, Maintenance and Implementation

6.4 Event Critique and After Action Reporting

In order to document and track lessons learned from exercises, the City Emergency Manager will conduct a review, or “hot wash,” with exercise participants after each exercise. The City Emergency Manager will also coordinate an After Action Report (AAR), which will describe the objectives of the exercise and document the results of the evaluation.

Similarly, reviews and AARs will be facilitated after an actual disaster that will document activities of the incident to improve the City’s readiness. All agencies involved in the emergency response will participate in the AAR. The AAR following an incident should include actions taken, identification of equipment shortcomings as well as highlight of strengths, and recommendations for improving operational readiness. Recommendations may include suggested future exercise events and programs. Valuable success stories and lessons learned maybe submitted to the Lessons Learned Information Sharing website (www.llis.gov). The City Emergency Manager will ensure that equipment, training, and planning shortfalls identified following an incident are addressed by the City’s EMO.

6.5 Community Outreach and Preparedness Education

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

Information about the City’s public education programs, hazard and mitigation information, and other emergency management and emergency services can be found accessed through the City Emergency Manager.

6.6 Funding and Sustainment

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

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

6. Plan Development, Maintenance and Implementation

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RESOLUTION No. 1253

A RESOLUTION APPROVING THE EMERGENCY OPERATIONS PLAN FOR THE CITY OF CASCADE LOCKS.

WHEREAS, the City of Cascade Locks has a responsibility to help protect the health, safety and welfare of its citizens, and

WHEREAS, December 2012, Ecology and Environment, Inc. in coordination with the City and other stake holders, completed an all-hazard Emergency Operations Plan (EOP) that describes how the City of Cascade Locks would organize and respond to emergencies and disasters in the community, and

WHEREAS, the plan is considered to be in accordance with relevant local, state, and federal emergency management statutes and regulations and

WHEREAS, it is recognized that periodic updates to this plan will required and will be made in accordance with the terms of this plan.

NOW, THEREFORE, BE IT RESOLVED that the City of Cascade Locks City Council hereby approves the Emergency Operations Plan and with this action, persons assigned responsibility for mitigations, preparation, response, and recovery activities may proceed with periodic updates to this plan that will be required and will be made in accordance with the terms of this plan.

EFFECTIVE DATE OF RESOLUTION: This resolution will take effect immediately upon passage by the City Council and approval of the Mayor.

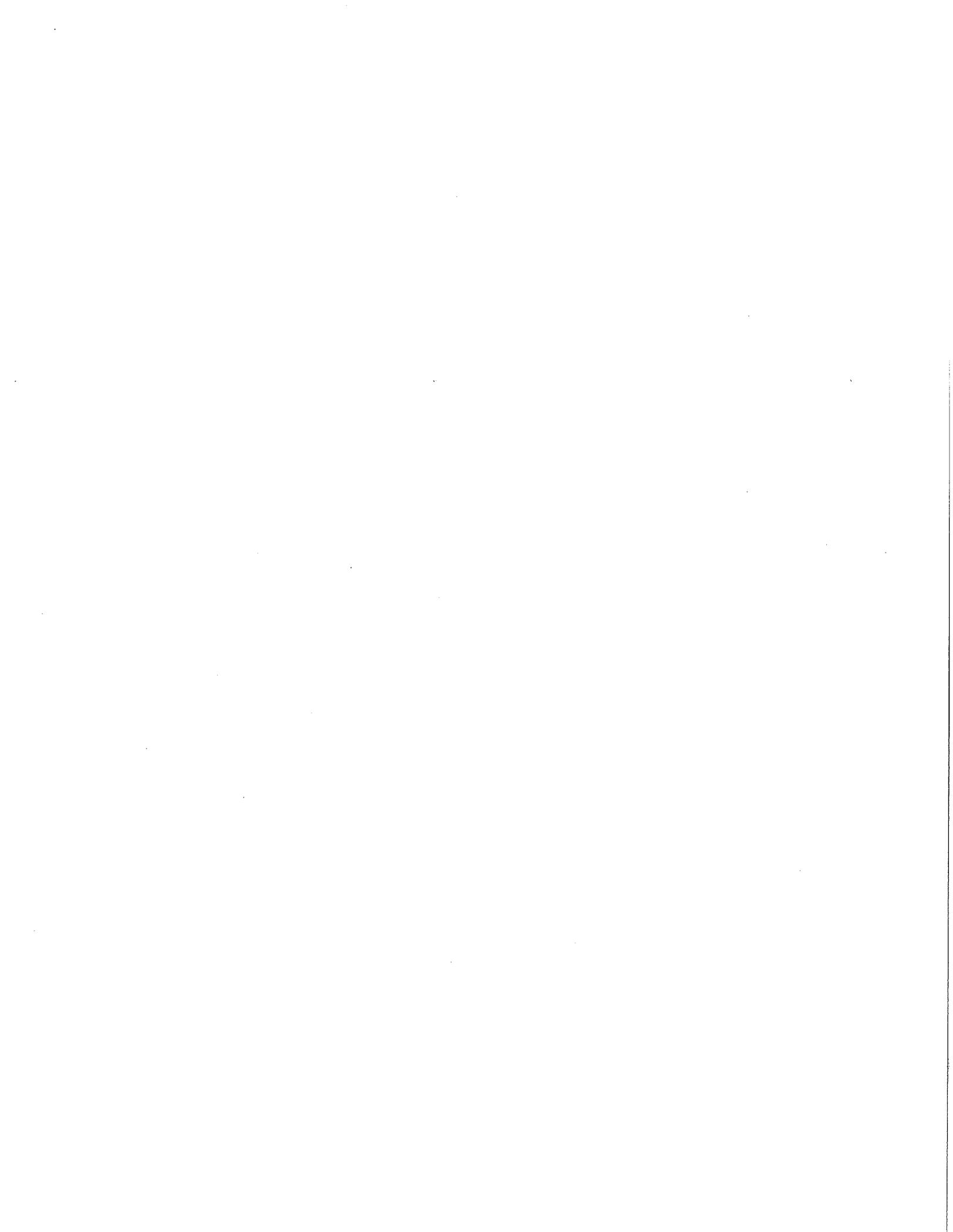
ADOPTED by the City Council this 14th day of January, 2013.

APPROVED by the Mayor this 14th day January, 2013.

Mayor

ATTEST:

City Recorder



5h.

STAFF REPORT

Date Prepared: December 26, 2012

For City Council meeting of January 14, 2013

TO: Hon. Mayor and City Council Members

PREPARED BY: Paul Koch, ICA



APPROVED BY: N/A

SUBJECT: Recommendation to create a City Council sub-committee on Finance and Operations

SYNOPSIS: Periodically it has been discussed that the City Council establishes a City Council Sub-Committee on Finance and Operations. At the City Council meeting of December 10, 2012, a proposal and job description was shared with City Council dealing with the creation of this Sub-Committee. At that time, it was the consensus of the City Council that such a Sub-Committee be established and staff was requested to bring the topic back at the January 14, 2013 City Council meeting for formal City Council action.

City Council already has a Sub-Committee on Economic Development that has a regular working partnership with the Port of Cascade Locks. Both jurisdictions work together as the JWGED focused on job creation and strengthening local businesses.

This issue comes to City Council at this time for formal action and appointments.

RECOMMENDATION: That City Council, by motion, adopt the job description for the City Council Sub-Committee on Finance and Operations, establish the Sub-Committee and make the three appointments to the Sub-Committee.

The Benefit of this creation: This Sub-Committee will provide City Council with a better understanding and control of the finances of the City. This is particularly important as the short term financial situation of City Government does not look good, and the more the Council knows and understands, the better can be their decisions. This Sub-Committee will also help strengthen the Council-Staff team as well as give City Council a better understanding of the service provided and the operation of all departments.

Legal Review and Opinion: N/A

Finance Review and Status: N/A.

BACKGROUND INFORMATION:

1. A copy of the proposed Sub-Committee job description is attached for City Council information.
2. Staff will be present to answer any questions City Council might have.
3. It is anticipated that this Sub-Committee will work very closely with the Finance Manager and City Administrator in guiding and monitoring City expenses and financial issues. The Sub-Committee will also meet with and be involved with Department Heads and will better understand current services and future services needed to carry out the adopted VISION and other policies.
4. The meeting schedule for this Sub-Committee will be set by the Sub-Committee members in collaboration with Staff. It is suggested that the Sub-Committee meet at least monthly to review budget status, Departmental progress toward and completion of approved objectives.

City of Cascade Locks, Oregon
Job Description
City Council Sub-Committee
November 2012

PROPOSED: JOB DESCRIPTION

CITY COUNCIL SUB-COMMITTEE FINANCE AND OPERATIONS

Purpose: This City Council sub-committee is created to provide City Council oversight, assistance and guidance for financial matters and operations of all city departments except Emergency Services. (Assumes that a special sub-committee will be established for Emergency Services) This sub-committee works with the City Administrator, Department Heads and others to ensure close monitoring of city finances, assist staff in supporting the needs of both the sub-committee and City Council and to assist the various departments in carrying out their purpose and objectives. This is a partnership between the sub-committee members and staff to better serve the needs of the community. This sub-committee will work with staff to come up with solutions that will benefit the community.

Membership: This City Council Sub-Committee shall be made up of three members of the City Council. Appointments will be made by motion by the City Council.

General Description of Duties: This City Council Sub-Committee shall carry out the following duties. This sub-committee does not replace the function of the City Council but makes recommendations to City Council.

1. Become educated regarding city financial matters and the operations of the various city departments.
2. Work with staff and or consultants to develop proposed policy, programs and procedures that will ensure a healthy financial situation for the City and community and assist the departments achieve their approved objectives, and departmental success.
3. Assist staff in the development of the proposed budget for the various departments in relation to the budget priorities approved by the City Council as a part of the annual budget process.
4. Meet regularly with staff and carry recommendations to the full City Council on matters dealing with finance and the affected departments.
5. Serve as the City Council liaison regarding finance and the affected departments.
6. Communicate issues and concerns from the community to the full City Council.
7. Other matters and assignments as may be requested by the City Council.
8. Keep the full City Council informed regarding financial matters and issues within the operating departments.
9. Ensure that all services are delivered in an effective and efficient manner.
10. Assist departments and the City in the codification process.
11. Assist in the design and documentation of needed service levels and budget for the various departments.

12. Develop and make recommendations to the full City Council on all matters of interest to the sub-committee.

How for the Finance and Operations Sub-Committee success will be measured:

1. Sub-Committee members and city staff will work together for the benefit of the community.
2. Economic development efforts will be strengthened.
3. Services will be regularly evaluated, assessed and changed to better serve needs.
4. The sub-committee members and the full City Council will be better educated about the operations of each department and needs.
5. The city will operate more effectively and efficiently.
6. New more effective solutions and ideas will have been developed.

5.1.

STAFF REPORT

Date Prepared: January 7, 2013

For City Council meeting of January 14, 2013

TO: Hon. Mayor and City Council Members

PREPARED BY: Paul Koch, ICA



APPROVED BY: N/A

SUBJECT: Establishment of a City Council approved process to fill vacancies on City Council

SYNOPSIS: Upon formal seating of the new Mayor and City Council, there will be one vacancy on City Council. The City Council position previously held by Mayor Tom Cramblett becomes vacant upon his swearing in as Mayor. There are two years yet to serve on the vacant seat on the City Council. It is the responsibility of City Council to establish such system that the City Council determines and interprets from the City Charter. An election is not possible because of the Charter requirement that the remaining members of City Council select or appoint someone to fill the vacancy. Such an effort would be a stretch and would subject the Council and City to a legal challenge.

This issue comes before City Council for formal action at this time.

CITY COUNCIL OPTIONS: City Council has the following options.

1. Do nothing and operate with the vacancy in place.
2. Establish an application process, then interview and select a person to fill the vacancy.
3. Create a City Council determined process to fill the vacancy.
4. Use an advisory vote process where citizens either by e-mail or at City Hall tell Council of their preference.
5. Utilize a coin toss or draw a straw to select someone to fill the vacancy.
6. Conduct a straw poll or advisory vote in the community.
7. Appoint the next highest vote getter from the last election.

RECOMMENDATION: That City Council, by motion, establish the formal process for the selection of a person to fill the vacant 2 year seat on the City Council. It is recommended that Council use the current process of advertising the vacancy for 2 weeks, take applications, interview everyone and then make a selection and appoint.

Legal Review and Opinion: The responsibility for interpreting the City Charter belongs to the City Council. The City Charter in Chapter 30 (page 6) states that Council vacancies shall be

filled by a majority of the remaining members of the Council. The City Attorney has prepared a legal analysis which is attached to this staff report. A majority vote will be needed to decide on any of the many options available to City Council.

Finance Review and Status: There are no financial implications to this action except for staff time. An election, if used to fill the vacancy could cost the City depending on the time of the election.

BACKGROUND INFORMATION:

1. A copy of the pertinent pages of the City Charter are attached to this report for City Council information. Page 6, Section 30 deals with the filling of City Council seat vacancies.
2. In the fall of 2011, City Council developed and utilized an open transparent application process and interviews before selecting individuals to fill vacancies on the City Council. A copy of the form, options and guidelines used in 2011 is attached for City Council information.
3. The City Attorneys legal analysis is attached for City Council information.
4. At the time of writing this report, the City had not yet received the information from Hood River County dealing with the cost and election schedule.

LEGAL ANALYSIS:

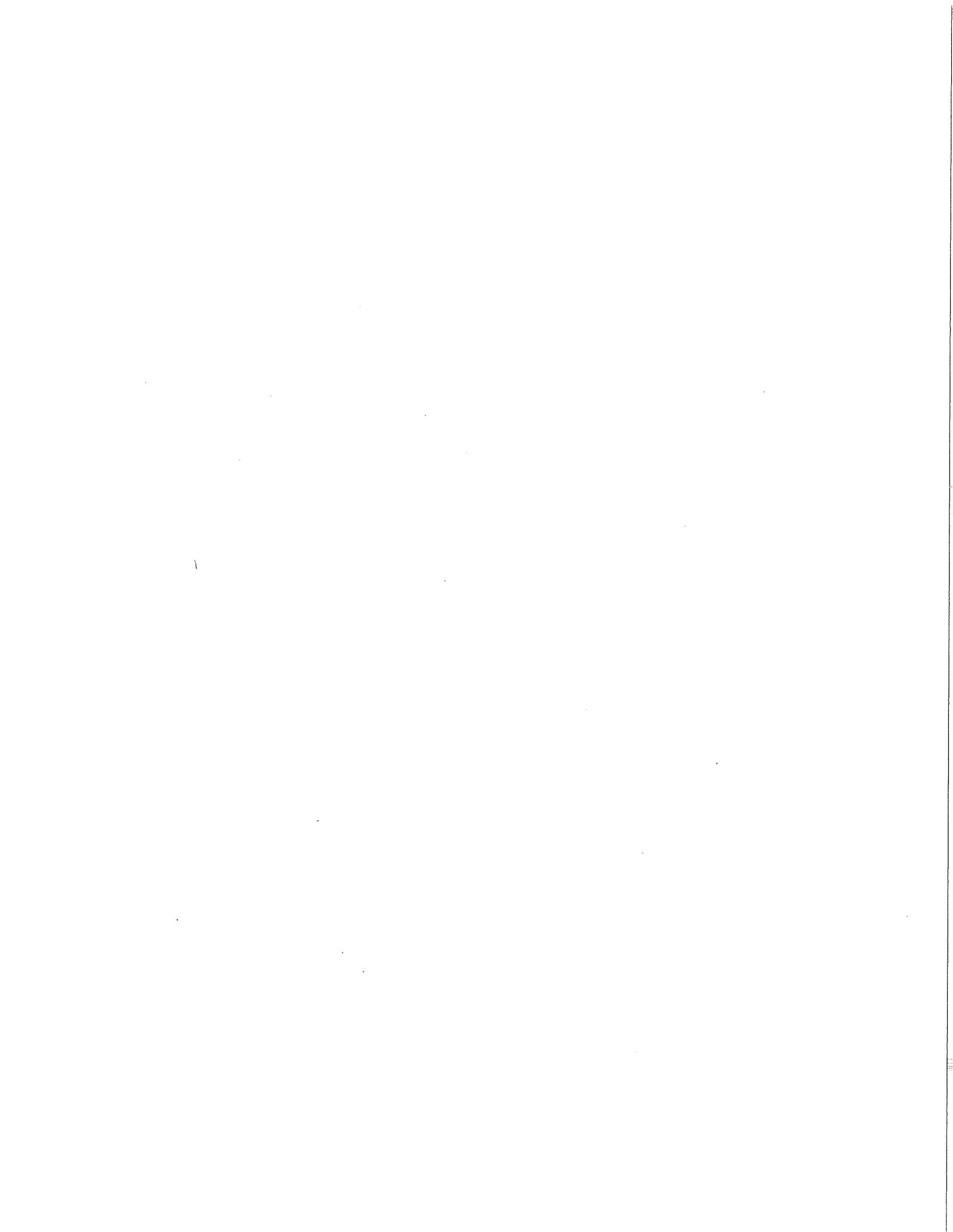
Section 30 of the City's Charter specifies how Council vacancies are filled. That section specifies that vacancies are filled by a majority of the Council. Following the 2011 recall, the Council adopted a process under which the Council invited applications from interested citizen, interviewed the applicants, and then appointed the successful candidates by majority vote.

In this case, there is only one vacancy to be filled, that of the seat vacated by Mayor Tom Cramblett. That leaves six members of the Council who will interview and vote. In the event the Council is unable to establish a majority (4 out of 6) in favor of one of the candidates, the Council will have a number of options available to it. A majority vote will be needed to decide to pursue any of the following, or other, options.

One idea considered was to defer the matter to a vote of the people in the May election. This option is plausible under the City's Charter, but requires stretching the rules of interpretation to an extent that might not withstand a legal challenge. If the two sentences are read apart from each other, this option is supported because the second sentence could be read to apply only to a process the Council chooses that involves direct appointment. However, the rules of construction generally require the two sentences to be read together. If that is done, the second sentence arguably makes it clear that the first sentence is intended to mean that the substantive appointment must be made by a vote of Council. Specifically, the words "appointee" and the reference to the term beginning immediately upon appointment make it more difficult to argue that the first sentence was intended to allow the Council to either (1) set out a process by majority vote whereby someone is appointed by operation of that process, and that process alone; or (2) by a substantive majority vote of the Council.

Nevertheless, there are other options that could provide the Council with similar information regarding the will of the citizens. These are set out in options 3 and 4 below. These options are by no means the only ones and Council could create other options.

1. Extend the process timeline and invite more applicants and hold more interviews.
2. Choose a process whereby the appointee would be chosen by a coin toss, or straws, etc. Because the process is being determined by a majority of the Council and Council will appoint the winner of the coin toss, etc., this method of determining who will be seated would comply with Section 30 of the Charter.
3. Conduct a "straw poll" at City Hall by having citizens come in or vote their preference electronically.
4. Send an advisory measure to the ballot for the May election. The measure would ask the question: Should the City Council appoint John Doe [instead of Jane Smith] to fill the position vacated by Tom Cramblett? The cost to the City for adding a measure to the ballot would be \$_____. The deadline to file the measure would be _____, 2013. Thus, the Council would need to have completed the interview process at some time prior to this date to know which candidates the Council is unable to choose between. This process also assumes there are two or one potential candidates.



City of Cascade Locks, Oregon

DATE & TIME RECEIVED: _____

Application for City Boards, Commissions, Task Forces and Committees

(Check one below)

Budget Committee _____ Planning Commission _____ Other: _____

NAME: _____ HOME PHONE: _____ :

HOME ADDRESS: _____ CELL PHONE: _____

EMAIL ADDRESS: _____

Do you live within the Cascade Locks city limits? Yes ___ No ___

How long have you lived in the City? _____

1. Why are you interested in serving?

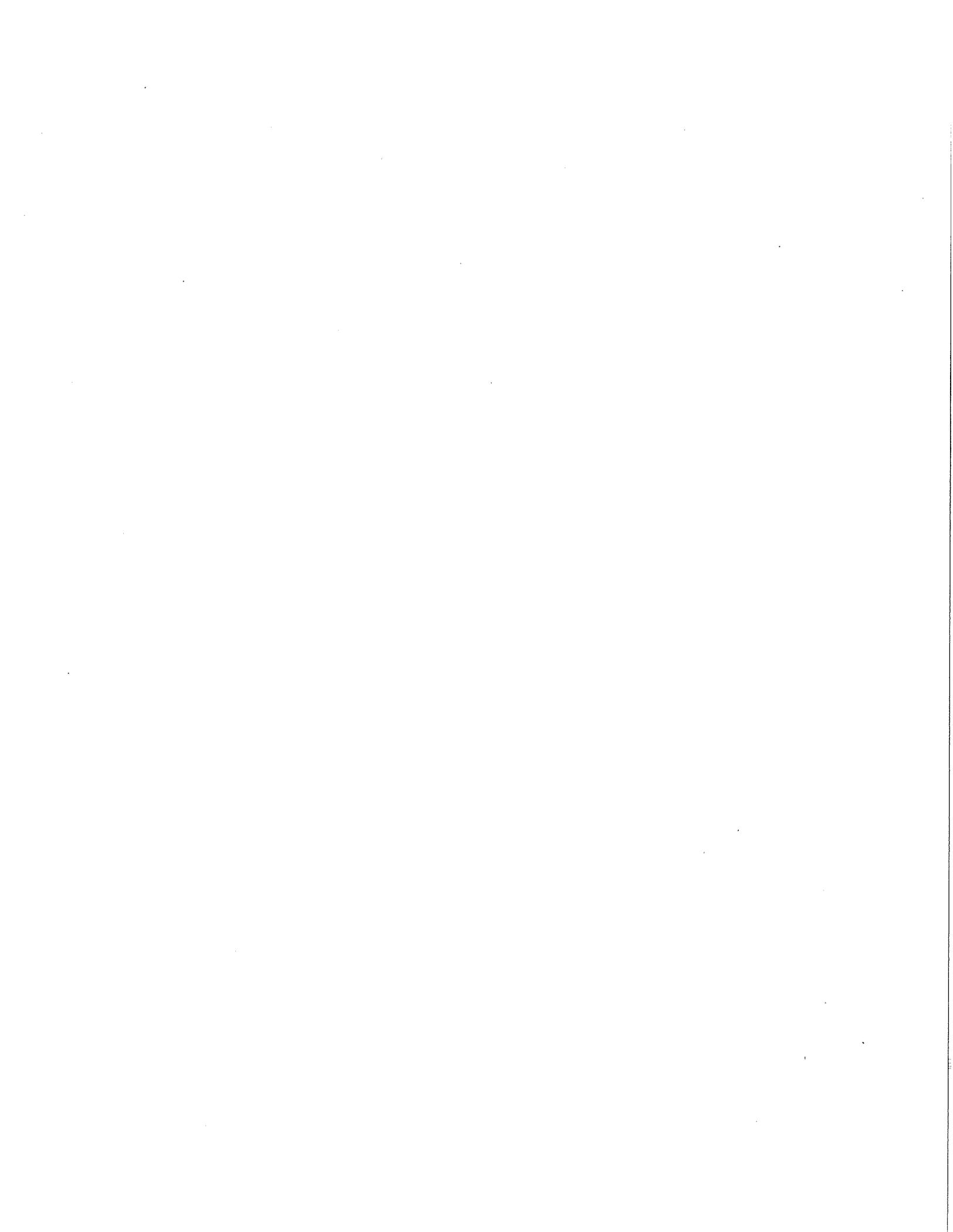
2. Do you feel that you can meet the schedule required by the City Council?

3. What experiences have you had with City committees, boards or commissions?

4. What special skills or interests do you think you bring to this effort?

APPLICANTS SIGNATURE: _____ DATE: _____

Thank you. We appreciate your willingness to serve .



Returning City Council to full membership : Options (October 3, 2011)

SOME OPTIONS:

1. Traditionally in Cascade Locks: Review past elections and identify candidates who are interested, interview them and make appointments.
2. Seek letters of interest, review the letters, existing council members interview applicants and make appointments.
3. Create three committees made up of local community members. Have the committees review the applicants and make recommendations of 1-2 per committee for City Council to interview and appoint.
4. Create an application form and have interested parties apply. Review the applications and have City Council interview those who are interested in serving. Make a selection from this process.
5. Proceed using one of the options above, but select only a 4th member, then have the four interview the 5th. Select and appoint the 5th, then have the five interview for the 6th. etc. until all seven positions are filled.

(Note: These options may be used singularly or combined

A PROCESS:

The critical factors in the process of selecting new City Council members in this situation are openness and transparency. Here is a possible pathway for City Council to utilize:

- Step 1:** Select the process desired to fill the vacancies.
- Step 2:** Let the community know what the process will be. News releases, TV and word of mouth.
- Step 3:** Seek interested parties to apply either through letter or application. Allow one week for people to apply. (A formal application form will need to be developed and applicants advised that they need not and should not contact existing Council members during the process in the interests of openness and fairness)
- Step 4:** Review the applications and select those to be interviewed in an open meeting by City Council. (This can be done in one sitting with the three Council members present)

- Step 5:** Conduct interviews. (Interview selected candidates in an open to the public meeting)
- Step 6:** Make a decision and appoint. (This would be at a regular or special City Council meeting and requires a motion and vote)
- Step 7:** Swear in new members. (This can be done at the very beginning of the first City Council meeting after the appointments.)

This process can move as fast as City Council desires. Plan on between 2 and 4 weeks to complete the process.

GUIDELINES FOR SELECTION:

Possible Guidelines for Selection: Most communities have some idea of the needs of the community and the skills and interests necessary to achieve the best possible results for the whole community. Following are some simple guidelines that may be used to help select the best possible candidates.

1. Positive interest in the betterment of the community.
2. Experience and involvement in community events.
3. Willingness to give the time to do the job.
4. Willingness to work as a team, listen and respect the ideas of others.
5. Ability to make a decision and to accept the will of the majority of your fellow councilors.

City Council Member Responsibilities: Ability to become knowledgeable on a wide variety of issues affecting the City. A willingness to consider differing opinions in arriving at a position that will be in the best interests of the community as a whole. Understanding of how the city operates through its City Charter and how the Council functions. A willingness to participate in workshops and seminars as a City Council member. Ability to accept public criticism and a sense of humor are important. A willingness to meet at least twice per month and at other times as needed to conduct City business.

STAFF REPORT

Date Prepared: January 3, 2013

For City Council meeting on January 14, 2013

TO: Hon. Mayor and City Council

PREPARED BY: Paul Koch, Interim City Administrator



APPROVED BY: N/A

SUBJECT: Receiving the final report from LGPI Consultants regarding Electric Department Transition Plan

SYNOPSIS: In the late summer of 2011, there was discussion about the impending employee retirements in the Electric Department and the need for the City to anticipate these changes and develop a transition plan. In September of 2011, the need for a transition plan was reported in the priority setting process with City Council. Later in the year, the newly seated City Council took those same priorities and grouped them setting them in priorities by group and specifics. The Proposed budget for 2012-13 identified the need for the transition plan and that also became an approved objective in the adopted 2012-13 budget.

City staff requested a couple of proposals and Local Government Personnel Institute (LGPI) responded. The City of Cascade Locks is a paid member of LGPI as are most other cities in the state. The LGPI proposal is attached to this staff report for City Council information. On September 24, the proposal was reviewed with City Council along with the projected cost and the idea of also looking at the possibility of combining both Public Works and Electric Departments in some sort of a streamlined management operation. To both save costs and increase efficiencies.

On September 24, City Council gave staff direction to return to the next City Council meeting to seek approval of the LGPI proposal in an amount of \$4,344.32. City Council approved the proposal and LGPI began the process on interviews in preparation for a report. In December 2012, the LGPI report was shared with City Council and some discussion was held.

Throughout the entire process, the City has involved the Business Representative of IBEW Local 125. This is the Union local that represents the four employees of the Electric Department.

This matter comes before City Council at this time for receipt of the final report directly from the LGPI consultants.

OPTIONS: The following options are available to City Council at this time.

1. Receive the report and take no action.
2. Receive the report and provide staff with Council desired direction.
3. Postpone action or direction to another date.
4. Take other action as desired by City Council.

RECOMMENDATION: That City Council, receive the report from the LGPI Consultants, discuss this matter and provide City Staff with some direction as desired by City Council. (Libet Hatch and Paulette Baxter of LGPI are present to make the formal presentation). The direction selected by City Council will come back to City Council later in January to be adopted as formal policy regarding this matter.

Benefits of this recommendation: This action will provide City Council with an opportunity to discuss a variety of options for long term transition in the Electric Department. By taking the time to review and analyze the staffing pattern and approach to replacement of retiring employees, the City can be assured of careful and considerate decision making. This action will also provide the City with an opportunity to begin operating within the context and requirements of the union agreement.

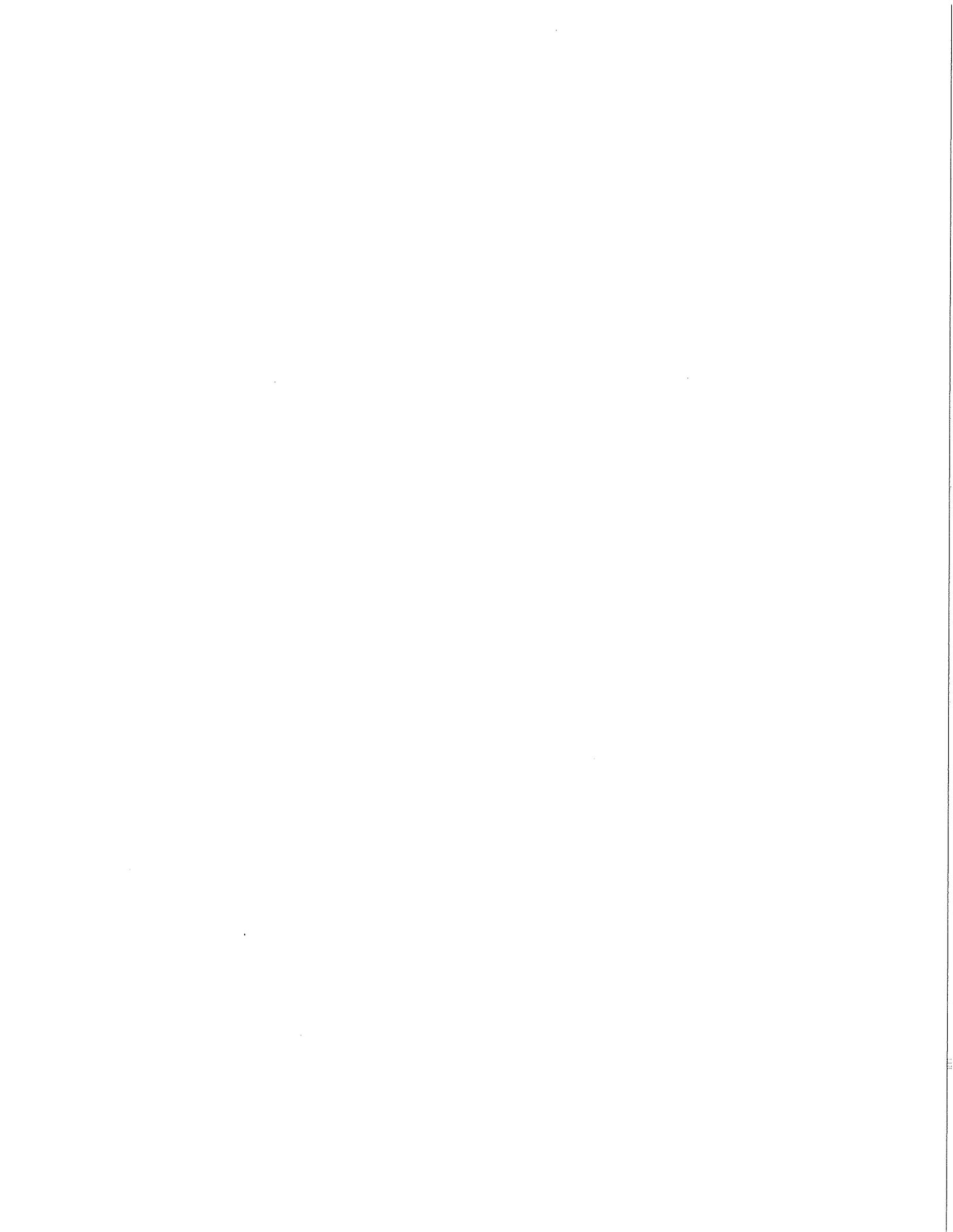
Legal Review: There is no legal review or comment required at this time.

Financial Review: There are no financial implications of the current action. Depending on what direction City Council selects, some savings could be generated.

BACKGROUND INFORMATION:

1. A copy of the final LGPI report is attached for City Council information.
2. The LGPI Consultants will be present to present their report and recommendations to City Council and to respond to any questions City Council may have.
3. There are no City approved job descriptions for employees in the Electric Department. The Union (IBEW) has agreed to prepare job descriptions that can be used by the City. These job descriptions, once received will be brought to City Council for approval.
4. A copy of the IBEW hiring hall letter is attached for City Council information. As one of the LGPI recommended options, hiring needed personnel from the hiring hall will buy time for the City to recruit, select and hire the desired replacement person.
5. One of the options that has been briefly discussed and that the City Council should consider is that of creating a supervisory position (Project Manager) position that is non-union who could oversee both Public Works and Electric. This position could provide the non-union supervisory need as well as coordinate and direct the work of staff in both departments. It is anticipated that

there could be some savings realized through greater efficiency and the budget, financial, work order and purchasing could be handled by this position thus freeing up the balance of staff to work in the field.





LOCAL GOVERNMENT
PERSONNEL INSTITUTE

Diana Moffat
Executive Director
Labor Relations Attorney
Debra Hart
Office/ HR Manager
Denise Quinn Nanka
Administrative Assistant
Mary Lou Janeba
Bookkeeper

Steven Schuback
Labor Relations Attorney
Ashley Boyle
Labor Relations Attorney
Dana Bennett
HR/Labor Relations
Consultant
Brandi Leos
HR/Labor Relations Specialist

Aaron Olson
Investigator
Craig Stoelk
Investigator
Paulette Baxter
HR Contract Consultant
Libet Hatch
HR Contract Consultant

Cascade Locks Electric Department Transition Plan Recommendation

11/26/12

Purpose Statement

Cascade Locks Electric Department has four employees; three of the four employees have plans to retire in the next five years. In order to maintain continuity of service, the City Council budgeted funds for a transition plan. LGPI was retained by the City Council to develop a transition plan to address the pending retirements and to assist them in determining the best direction to take. The transition plan will include organizational structure options to provide for optimal efficiencies and effectiveness.

<u>Current Electric Department Staffing</u>	<u>Anticipated Retirement Date</u>
Tracy Hupp, Foreman/Lineman	January 2014
Phil Schey, Lead Lineman	5 – 6 years
John Neahr, Journeyman Lineman	January 2013
Derrick Turkington, Groundsman	Unknown

Factors to Consider

- **Lineman Staffing:**
Currently there are three Journeyman Linemen, one of whom is the Foreman. Legal and safety staffing requirements are that there be two Journeyman Lineman working as a team on specific assignments. The third lineman position is needed to fill in for vacation, sick leave and special assignments.
- **Lack of non-represented department supervision and management:**
In the current structure, there is no administrative manager within the Electric Department to set departmental priorities; provide department employees with guidance in following city personnel policies; ensure employee accountability by providing performance coaching, evaluation, and documentation; develop the department budget and long range plans; oversee systems operations; or initiate, plan and develop projects. Some of these duties are currently being performed by the union-represented Foreman working out of class, but there is no supervision of department staff.

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- Foreman/Lineman working out of class:
The current Electric Department Foreman/Lineman is working out of class by developing the department budget, planning and prioritizing projects, project job estimates, and managing the CATV broad band internet system operations. As a union member, the Foreman is not permitted by union regulations to discipline, hire and fire other union employees. Additionally, these administrative duties take fifty percent of the Foreman's time preventing him from working in the field.
- These recommendations are based on the current electric/CATV customer base.

Process:

On November 6, 2012, LGPI Human Resources consultants, Libet Hatch and Paulette, Baxter, arrived onsite to gather data from a series of interviews. See attached interview questions.

We met with:

Interim City Administrator, Paul Koch
 IBEW Local 125 Representative, Ron Harris
 Electric Department Superintendent/Foreman, Tracy Hupp
 Electric Department Lead Lineman, Phil Schey
 Electric Department Journeyman Lineman, John Neahr
 Electric Department Groundsman, Derrick Turkington
 Public Works Contract Director, Dave Griffin
 Public Works Field Supervisor, Sheldon Price
 Finance/HR Manager, Marianne Bump

We performed an analysis of the data gathered from the interviews, the IBEW Bargaining Agreement, City of Cascade Locks Personnel Policies, job descriptions and research on other Oregon municipally-owned electric utilities.

Recommendations and Options

Short Term Recommendation:

The Journeyman Lineman, John Neahr, is retiring January 2013. Therefore, our recommendation is that the City immediately recruit for one Journeyman Lineman to replace John Neahr. Utilize an IBEW temporary Journeyman Lineman hire to fill in until new hire is on board.

NOTE: We explored the option of hiring or training a Lineman apprentice to fill this position. However, the process requires several years of training on a wide variety of equipment and processes which the City does not have available. The apprentice would have to be sent out to non-city locations in order to successfully attain the Journeyman

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Lineman certification and therefore not be available to perform Lineman duties for Cascade Locks.

Long Term Recommendations

1. Foreman/Lineman, Tracy Hupp, retiring January 2014:

Replace with a Foreman/Lineman position. Use an open, competitive recruitment to select the best candidate.

In our view, the Foreman position should be retained in all options below in order to provide the technical expertise to plan, direct and help perform the safe and efficient work of the line crew in compliance with IBEW regulations. The Foreman/Lineman cannot provide supervision over other IBEW employees.

2. Leadman Lineman, Phil Schey, planning to retire in five to six years:

IBEW requires a lead lineman when two or more Journeyman are working together unsupervised, one must be designated as lead lineman and receive rate of pay for that classification. Currently, Lineman Schey holds the lead assignment on an on-going basis. According to the IBEW Bargaining Agreement with the City of Cascade Locks, a Lead Lineman is required only on specific assignments. We recommend when the current Lead Lineman position comes vacant, the City hire a Journeyman Lineman and rotate the lead designation between the Journeyman Lineman positions as required by assignment. (See IBEW Bargaining Agreement Article XI.)

3. Groundsman, Derrick Turkington, has no current retirement plans:

The Groundsman assists Journeyman Linemen to build, maintain and repair power lines, install CATV cable, ground brushing and trimming trees working under the direct supervision of the Foreman or other lineman.

The IBEW 125 union representative pointed out that the Groundsman could be trained to do Low Voltage work. The City cable is at 60V, so requires a Low Voltage training and certification. Oregon OSHA requires that any work on voltage over 50V must be done by a trained and certified "electrician" for safety purposes. This certification would add flexibility in work assignments. Currently, the Groundsman is not trained or certified to do this work.

NOTE: Groundsman duties can be performed by a lineman and not vice versa. See Options for Electric Department administration below.

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Options for Electric Department Administration and Supervision

1. City Administrator assumes management of the Electric Department:

The City Administrator/Department Head will be responsible for managing the administrative functions of the department: Personnel hiring, firing, and performance management; budget development and long range planning. The City Administrator/Department Head does not need to be an electrician, but must have a strong management background. Any kind of engineering or utility management experience would be beneficial.

The Foreman position will provide technical expertise to the City Administrator/Department Head.

Fiscal Impacts: The impacts of this option are neutral as a City Administrator position is already budgeted.

2. Create an exempt supervisor position and possibly eliminate the Groundsman position:

A supervisor position would perform administrative duties and personnel supervision for the department, freeing the Foreman to focus on field work. With three full time Journeyman Linemen in the field, a Groundsman position may not be needed. We did not conduct a workload analysis; eliminating the Groundsman position may not lead to the most efficient use of Electric Department staff. The Journeyman Linemen can perform Groundsman duties, but the Groundsman cannot do the work of the Journeyman Lineman.

The supervisor should have excellent communication skills; and personnel management, budget and finance analysis, project management, and long-range planning experience. It isn't required that the supervisor have electric utility experience.

Fiscal Impacts: Eliminating the Groundsman position and creating a new supervisor position would retain the current FTE. The supervisor position salary would be higher than the Groundsman salary.

3. Combine the Electric (4 employees) and Public Works Departments (3 employees) into one department, and add a department manager position to oversee both:

Both the Electric and Public Works departments deliver services to the same customer base. Currently, neither the Electric nor the Public Works Departments have an administrative supervisor to provide the administrative functions such as personnel management, supervision, budget and long range planning. This option would provide direction, oversight, accountability and possible productivity improvements for these functions.

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The department manager should have a utility management or engineering background; personnel management experience; financing, operations and maintenance planning experience; and excellent communications/customer service skills. It isn't required that the manager have technical electric utility or public works experience.

The City would retain the Public Works Field Supervisor and the Electric Department Foreman positions to provide technical expertise to the manager. The Electric Department Foreman and the Public Works Field Supervisor would be free to focus on field work.

Fiscal Impacts: Because this option adds a position at the management level, there is a personnel cost increase. Public Works is currently paying for a contracted director position and these funds could be used to partially offset the cost of the new position.

4. Make the Electric Department its own entity separate from the city such as an electric utility district. This would take considerable future analysis.

Administration and Supervision Recommendation

The LGPI Human Resources Consultants recommend Option 3:

The absence of a department supervisor has created an environment in which employees do not receive guidance with workplace expectations and policies. They are not held accountable for following City policies or best practices. Employee performance is not currently recorded by performance evaluations, or coaching documents. Our recommendation is to immediately select an option that will provide the Electric and Public Works Departments with exempt supervisory oversight. The serious personnel issues which have developed in the Electric Department over the years due to lack of a supervisor must be addressed as soon as possible.

Next Steps for City Council

- Adopt the recommendation to immediately commence a recruitment to replace Journeyman Lineman position currently held by John Neahr and to authorize the hiring of a temporary Lineman until the new employee is selected and at work.
- Direct the City Administrator to take the role of supervisor of the Electric Department pending the implementation of a plan to provide on-going supervision to the department.
- Schedule a Council meeting to discuss and adopt a plan for providing ongoing supervision/management to the Electric and Public Works Departments.

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- Direct the City Administrator to develop impacts, cost analysis and plans for implementing the Council's decisions. Costs of implementation must be included in the 2013-2014 budget.

Submitted by Local Government Personnel Institute (LGPI)
Human Resources Consultants
Libet Hatch
Paulette Baxter

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RECEIVED
DEC 14 2012

BY: K. Baker

LETTER of AGREEMENT

IBEW Local 125/Cascade Locks Temporary Lineman

The terms and conditions of temporary employment are set forth below:

- Temporary employment with City of Cascade Locks shall be at the sole discretion of City of Cascade Locks and will be "at will." Either the employee or City of Cascade Locks may terminate said temporary employment at any time for any reason with 24 hours' notice. This temporary employment will not exceed six months duration. Temporary employees employed by City of Cascade Locks shall be required to become members of IBEW Local 125 (the Union) after eight (8) calendar days of employment.
- The Union agrees to notify City of Cascade Locks at least 30 calendar days in advance of any changes in the National Electrical Contractor Association (NECA) rate of pay for Journeyman Lineman.

The following is the 2012 NECA rate and related benefit expenses:

Straight Time

• Hourly Rate (Construction Rate 1X):	\$44.73
• Medical (LINECO):	\$5.00
• HRA	.40
• Pension (NEAP):	\$7.45
<u>Pension (NEBF – 3%):</u>	<u>\$1.34</u>
Total Straight-Time Rate:	\$58.92

Overtime

• Hourly Rate (Construction Rate 2X):	\$89.46
• Medical (LINECO):	\$5.00
• HRA	.40
• Pension(NEAP):	\$7.45
• <u>Pension (NEBF – 3%):</u>	<u>\$1.34</u>
Total Overtime Rate:	\$103.65

- During the term of this Agreement, the employee's hours of work will be consistent with the provisions of Article 5.3 of the Collective Bargaining Agreement (CBA), except as otherwise provided herein. However, because the City of Cascade Locks business needs may change, no particular schedule of hours of work is guaranteed, and the City of Cascade Locks reserves the right to modify such hours as circumstances warrant.
- Temporary employees will be expected to abide by the City of Cascade Locks policies, procedures and working rules.

LOCAL UNION NO. 125 OF THE
INTERNATIONAL BROTHERHOOD
OF ELECTRICAL WORKERS

CITY OF CASCADE LOCKS



Ron Harris
Business Representative

Paul Koch
General Manager

Date: 12/14/2012

Date: _____

JOSEPH A. WAMPLER
SHERIFF

JERRY BROWN
CHIEF DEPUTY



MARITA HADDAN
911 COMMANDER

TERRY L. BRIGHT
CHIEF CIVIL DEPUTY

JERRY KEITH
EXECUTIVE ASSISTANT

CASCADE LOCKS MONTHLY REPORT November 2012

1. TOTAL CALLS FOR SERVICE: 109
2. TOTAL PRIORITY CALLS: 9
3. TOTAL NON-PRIORITY CALLS: 100
4. OFFICER INITIATED CALLS: 60
5. TOTAL CITATIONS ISSUED: 10 (3 individual cites of UTC Violation may be on each ticket)
6. TOTAL CRIMES AGAINST FAMILIES: 1
7. Total Case Numbers Issued: 7
8. Total Animal Control Calls: 2

Additional Investigative support (Detective English & Animal Control Officer Casey DePriest) was provided for Case numbers (S121031, S121037 and S121061).

Deputy Harvey worked 107 hours within the City of Cascade Locks. Hood River County Sheriff's Office Personnel worked an additional 53 hours within the City of Cascade Locks (Deputy Joel Carmody, Chief Deputy Jerry Brown, Deputy Brian Rockett, R. Deputy Mike Renault, Deputy Noel Princehouse, Sgt. Ricardo Castaneda, Deputy Chris Guertin, Deputy Pete Hughes, Deputy Rick Princehouse, Deputy Travis Paulsen and Deputy David Stefanini).

*The information reflected above is supported by the Hood River County Sheriff's Office Monthly Report for the City of Cascade Locks. The information in the support documents must be cleansed Per ORS 192.501 & 192.502, but is on file to support this excerpt.

Jerry Brown
Chief Deputy

