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To provide oral comments via electronic means, please contact the City Recorder's Office no later than 2:00 p.m. on the day of the meeting. Regular City Council meetings are streamed live through www.KeizerTV.com and cable-cast on Comcast Channel 23 within the Keizer City limits. Board, Commission, and Committee meetings are streamed live on YouTube @KeizerTV23.



KEIZER EMERGENCY PLANNING COMMITTEE
AGENDA

Wednesday, June 17, 2026, 3:00 PM
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

1. **CALL TO ORDER**
2. **APPROVAL OF MINUTES**
 - a. April 29, 2026
3. **DISCUSSION**
 - a. Emergency Operations Plan
4. **OTHER BUSINESS**
 - a. New Policy for Committees, Boards, and Commissions to Apply for Grants
5. **ADJOURNMENT**



MINUTES
KEIZER EMERGENCY PLANNING COMMITTEE

Wednesday, April 29, 2026
Robert L. Simon Council Chambers
930 Chemawa Road NE
Keizer, Oregon

- 1. CALL TO ORDER** CALL TO ORDER: City Manager Adam Brown called the meeting to order at 6:02 p.m.

Attendance was noted as follows:

Members Present:

Janet Poot, Keizer CERT
Krista Carter, Marion Co.
Emergency Management
Rhonda Rich, Citizen at Large
Brian Butler, Keizer Fire District
Darrell Fuller, American Red
Cross
Joe Hutchinson, Salem
Emergency Manager

Absent:

Ron Lee, Marion Co. Fire District

City of Keizer Members Present:

Shaney Starr, Council President
Adam Brown, City Manager
Tim Wood, Assistant City Manager
Andrew Copeland, Police Chief
Keare Blaylock, Public Works
Director

**2. ANNUAL
VOLUNTEER
RECOGNITION**

Leslie Risewick, Member of the Volunteer Coordinating Committee, recognized the Emergency Planning Committee volunteers by thanking them and reading the proclamation appreciating them. She handed out Certificates of Appreciation and pens as a token of appreciation.

**3. ELECTION OF
COMMITTEE
CHAIR & VICE
CHAIR**

City Manager Brown explained the history and purpose of the Emergency Planning Committee. Each Committee member introduced themselves.

City Manager Brown opened the floor for Chair and Vice Chair nominations.

Andrew Copeland nominated Darrell Fuller as Chair. Seconded by Krista Carter.

There was a consensus for Darrell Fuller to be Chair.

Darrell Fuller nominated Janet Poot to be Vice Chair. Seconded by Shaney Starr.

There was a consensus for Janet Poot to be Vice Chair.

4. DISCUSSION

a. Emergency Operations Plan

City Manager Adam Brown shared that staff had prepared a cross-reference comparing the existing plan with the proposed updated plan to help facilitate review. He suggested beginning with the new plan and then looking back to identify changes from the prior version. Mr. Brown also noted that emergency operations plans differ among Cities and acknowledged staff assistance in developing the updated draft. He then asked whether the proposed review format was acceptable to the Committee.

There was discussion about the changes. The new inclusion of Community Lifelines was discussed in relation to Emergency Support Functions (ESFs).

Krista Carter, Marion County Emergency Management, explained that the update to the plan was done through a grant. She suggested that the City also consider separate hazard annexes.

Mr. Brown shared that all of the Department Heads reviewed and made comments on the Plan. Chair Fuller shared that he provided the plan to the American Red Cross, and they thought the plan was good.

It was explained that the Committee would review the Plan and make a recommendation to the City Council about the Plan. Discussion ensued regarding the Community Resilience Challenges Index.

It was noted that the Plan would need to be reviewed every five years. There was discussion about potentially moving the list of Medical Care Clinics and Centers to an Appendix that could be changed more easily.

Discussion ensued regarding Figure 1-4 National Risk Index.

There was a question about emergency management authority in relation to City ordinances.

There was discussion about potentially having more questions for the consultants.

There was a comment about making sure that everyone who had a role in the Plan was included in the conversation.

Mr. Brown shared that he had a list of Memorandum of Understandings (MOUs). Chair Fuller offered that the Red Cross could provide a MOU for inclusion as well.

There was a question about a formal continuity of the Operations Plan. Mr. Brown shared that there was a draft Plan.

There was a request to update Table 1-6 on City Lines of Succession to be

clearer.

Discussion ensued regarding the next steps to review the Plan. The group would meet again after the budget season. There was discussion about the Committee meeting again on June 17th at 3 p.m.

5. ADJOURNMENT Meeting adjourned at: 7:29 p.m.

Minutes approved: _____



City of Keizer Emergency Operations Plan

November 2025

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Introductory Material

Promulgation Statement

A. KEIZER EMERGENCY OPERATIONS PLAN PROMULGATION

The primary role of government is to provide for the welfare of its citizens. The welfare and safety of citizens is never more threatened than during disasters. The goal of emergency management is to ensure that mitigation, preparedness, response, and recovery actions exist so that public welfare and safety is preserved.

The Keizer Emergency Operations Plan provides a comprehensive framework for city-wide emergency management. It addresses the roles and responsibilities of government organizations and provides a link to local, State, Federal, and private organizations and resources that may be activated to address disasters and emergencies in Keizer.

The Keizer Emergency Operations Plan ensures consistency with current policy guidance and describes the interrelationship with other levels of government. The plan will continue to evolve, responding to lessons learned from actual disaster and emergency experiences, ongoing planning efforts, training and exercise activities, and Federal guidance.

Therefore, in recognition of the emergency management responsibilities of Keizer government and with the authority vested in me as the City Manager of Keizer, I hereby promulgate the Keizer Emergency Operations Plan.

Adam Brown
City Manager, City of Keizer

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Approval and Implementation

- A. This plan supersedes the City of Keizer Emergency Operation Plan dated August 2011. The transfer of management authority for actions during an incident is done through the execution of a written delegation of authority from an agency to the incident commander. This procedure facilitates the transition between incident management levels. The delegation of authority is a part of the briefing package provided to an incoming incident management team. It should contain both the delegation of authority and specific limitations to that authority.

The Keizer Emergency Operations Plan delegates the City Manager's authority to specific individuals if he or she is unavailable. The chain of succession in a major emergency or disaster is as follows:

1. Emergency Manager
2. Chief of Police
3. Public Works Director

Date

Cathy Clark
Mayor, City of Keizer

Marlene Parsons
City Council Member

Shaney Starr
City Council President

Kyle Juran
City Council Member

Soraida Cross
City Vice-President Member

Lore Christopher
City Council Member

Dan Kohler
City Council Member

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Record of Distribution

Copies of this plan have been provided to the following jurisdictions, agencies, and people. Updates will be provided when available. Recipients will be responsible for updating their respective Emergency Operations Plans when they receive changes. The City of Keizer Emergency Management Director will direct the responsible city agencies to distribute plan updates; however, the Emergency Management Director is ultimately responsible for dissemination of all plan updates

Plan #	Office/Department	Representative	Signature
1	American Red Cross		
2	City Mayor		
3	City Council		
4	City Manager		
5	City Attorney		
6	City Staff Department Directors: <ul style="list-style-type: none"> • Public Works Director • Police Chief • Assistant City Manager/Finance Director • City Recorder • Planning Director 		
7	City ICS Position Designees		
8	Primary Emergency Operations Center		
9	Keizer Fire District Chief		
10	Marion County Fire District 1		
11	METCOM		
12	Legacy Silverton Medical Center		
13	City of Salem Emergency Manager		
14	Keizer Community Emergency Response Team (CERT)		
Electronic	Marion County Emergency Management		
Electronic	Oregon Department of Emergency Management		

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Purpose, Scope, Situation Overview, and Assumptions

A. Purpose

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

B. Scope

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

This plan is intended to guide the city's emergency operations only. It is intended to compliment and support implementation of the emergency response plans of the various local governments, special districts, and other public- and private-sector entities within and around the city, but it is not intended to supplant or take precedence over them. The primary users of this plan are the city staff, emergency planning groups, leaders of local emergency support volunteer organizations, and others who may participate in emergency response efforts. The public is welcome to review non-sensitive parts of this plan to better understand the processes by which the city manages risks and disasters.

C. Situation Overview

The city of Keizer is exposed to many hazards, all of which have the potential to affect the community. Possible natural hazards include droughts, floods, wildfires, and winter storms among others. Other threats such as an active shooter, armed assault, and industrial accident (list not all inclusive) could also adversely impact the community. This section of the EOP describes the community demographics, hazards and threats, hazard analysis and planning assumptions.

Additionally, the hazards have been analyzed by their impact on Community Lifelines. According to the Federal Emergency Management Agency (FEMA), a lifeline enables continuous operation of critical government and business functions and is essential to human health and safety or economic security. Lifelines are considered the most fundamental services in a community that, when stabilized, enable all other aspects of society to function. When disrupted, decisive intervention (e.g., rapid service re-establishment or employment of contingency response solutions) is required to stabilize an incident. FEMA has identified eight Community Lifelines comprised of numerous components and subcomponents (see figure 1-1):

1. Safety and Security
2. Food, Hydration, Shelter
3. Health and Medical
4. Energy
5. Communications

6. Transportation
7. Hazardous Materials
8. Water Systems

Not every incident will impact all lifelines or their components. Lifelines and components are fixed, but subcomponents may be adjusted as necessary. Stakeholders must conduct a component level assessment to determine the status of each lifeline.



Figure 1-1 Community Lifelines and Components

D. Characteristics

The City of Keizer is situated in northern Marion County, Oregon, adjacent to the city of Salem and 30 miles south of Portland, along the Interstate 5 corridor. With an estimated population of 40,000 residents. The city functions as a regional residential and commercial hub, supported by local businesses, retail centers, and proximity to major transportation infrastructure.

Keizer is a culturally diverse community, with a significant portion of the population identifying as Hispanic or Latino. Many residents speak Spanish as a primary language, which highlights the need for culturally and linguistically appropriate public information and emergency communication. The city also includes a growing population of seniors, residents with disabilities, and households without access to private vehicles, emphasizing the

importance of accessible transportation, sheltering, and health care services during emergency situations.

Interstate 5 and Oregon Highway 99E run north and south along the city border to the east, both of which carry high volumes of commercial vehicle traffic. In addition, Union Pacific Railroad's main freight line runs through Keizer, contributing to the risk of transportation-related hazardous materials (HAZMAT) incidents. Local agricultural, warehousing, and food processing industries further contribute to fixed-site chemical storage risks. These factors, combined with regional exposure to flooding, windstorms, winter weather, and seismic activity, make multi-hazard preparedness and planning essential.

Fire protection and emergency medical services are provided by the Keizer Fire District, headquartered at Station 350 on Chemawa Road. The district is staffed by a combination of career and volunteer personnel and provides fire suppression, emergency medical services (EMS), public education, and technical rescue operations. The district is a member of the Marion County Fire Defense Board and participates in regional mutual aid agreements to support surge capacity during large-scale emergencies.

Law enforcement services are provided by the Keizer Police Department, based in the Keizer Civic Center. The department includes patrol units, criminal investigations, traffic safety enforcement, school resource officers, and a community response unit. The department coordinates with the Marion County Sheriff's Office, Oregon State Police, and neighboring law enforcement agencies for response to major incidents, particularly those affecting transportation corridors or requiring cross-jurisdictional collaboration.

Medical care in/near Keizer is supported by a network of clinics and urgent care centers, including:

- Salud Medical Center (Yakima Valley Farm Workers Clinic) (1175 Mt. Hood Ave): Provides comprehensive care including OB/GYN, dentistry, behavioral health, pharmacy, WIC, and bilingual support services.
- Legacy Silverton Medical Center (342 Fairview St., Silverton), located approximately 10 miles east in Silverton, offers 24/7 emergency services, inpatient care, and specialty services in a 48-bed facility.
- Salem Clinic and Urgent Care (5900 Inland Shores Way N, Keizer) – Inland Shores houses many medical clinics – Dermatology, Legacy Medical Group – Woman's Health.
- Kaiser Permanente (5940 Ulali Dr, Keizer).
- Salem Hospital and Clinics (890 Oak St. SE, Salem) located 5 miles south of Keizer.

In the event of a major emergency, Keizer activates its Emergency Operations Center (EOC), staffed by trained city personnel. The EOC coordinates with Marion County Emergency Management, fire districts, police partners, and relevant state and federal agencies. The EOC serves as the central location for managing emergency response, coordinating resources, disseminating public information, and supporting continuity of operations for essential city services.

To assess the city's resilience and vulnerability to disasters, planners reviewed data from the U.S. Census Bureau American Community Survey (2018–2022) and the National Economic Resilience Data Explorer (NERDE). Key socioeconomic indicators for Keizer include:

- Median Gross Rent: \$1,563/month
- Median Monthly Owner Cost (with mortgage): \$1,515
- Median Property Taxes: \$2,954 annually
- Average Per Capita Income: \$37,991

These indicators inform planning for sheltering capacity, resource needs, and equitable service delivery across the community.

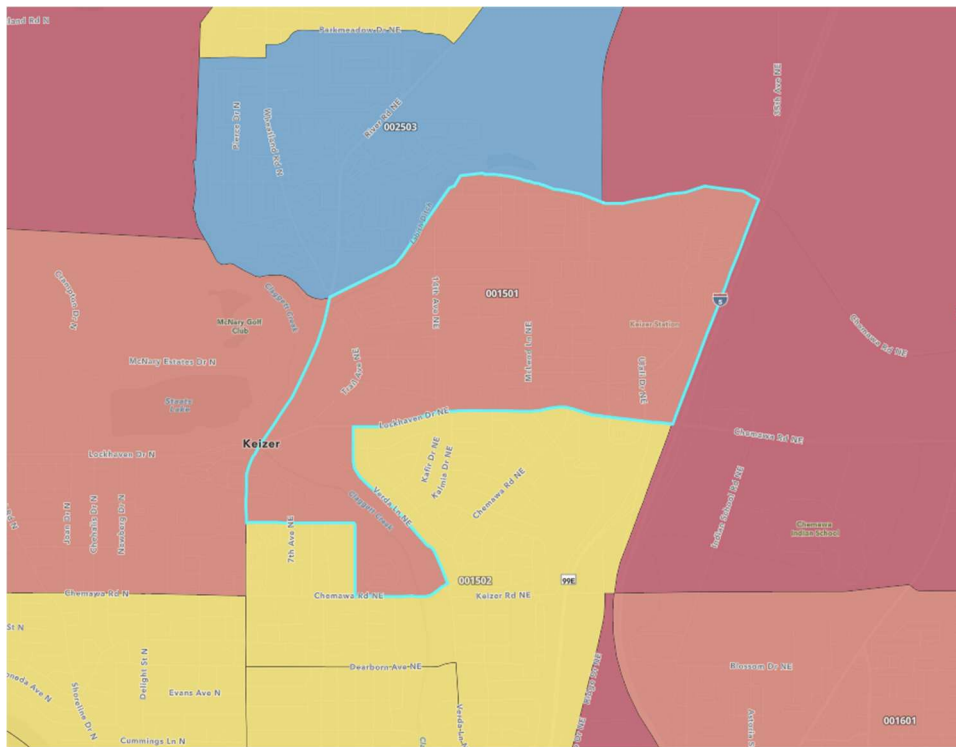


Figure 1-2: Census Tract Location City of Keizer

CRCI Indicator Name	Census Tracts
Percent without a HS Diploma	3.86%
Percent Age 65 and Older	19.93%
Percent with a Disability	16.27%
Percent of Households without a Vehicle	4.82%
Percent of Households with Limited English	No Data
Percent Single-Parent Households	41.25%
Percent of Households without a Smartphone	9.29%
Percent Mobile Homes Relative to Housing	6.29%
Percent Owner-Occupied Housing	65.12%
Number of Hospitals per 10,000 People	.09
Number of Medical Practitioners per 1,000 People	16.9
Percent without Health Insurance	15.1%
Percent Below Poverty Level	7.52%
Median Household Income	\$79,542
Percent Unemployed Labor Force	2.80%

Percent Unemployed Women in the Labor Force	.42%
Percent Workforce Employed in Predominant Sector	21.59%
Income Inequality (Gini Index)	0.45
*Social/Civic Organizations per 10,000 People	.66
*Percent without Religious Affiliation	54.11%
*Percent Inactive Voters	10.67%
*Population Change	.21%

Table 1-3: Average of Census Blocks CRCI Indicators

*Denotes indicators that are not available from the U.S. Census Bureau at the Census Tract level and have been imputed from County data.

In addition, analysts used FEMA’s Resilience Analysis and Planning Tool (RAPT) to evaluate the Community Resilience Challenge Index (CRCI) within the Keizer census tract (105.02). The CRCI is a composite measure assessing social, economic, housing, and infrastructure vulnerabilities. Figure 1-2 show the boundaries of this census tract, and Table 1-3 provides the average values of relevant CRCI indicators for these areas.

E. Hazard Profile

FEMA divides hazards and threats into three categories to include: natural, technological, and human-caused. Hazards and threats can produce a variety of community impacts. FEMA has developed Community Lifelines to increase disaster operations effectiveness.

Community Lifelines represent the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. Each Community Lifeline consists of components and subcomponents that help define the services that comprise the lifeline. The following list displays the eight FEMA Community Lifelines and associated components for each element:

1. Communications (Components: Infrastructure, Alerts, Warning and Messages, 9-1-1 and Dispatch, Responder Communications, and Finance).
2. Energy (Components: Power Grid and Fuel).
3. Food, Hydration, Shelter (Components: Food, Hydration, Shelter, Agriculture).
4. Hazardous Materials (Components: Facilities, HAZMAT, Pollutants, Contaminants).
5. Health and Medical (Components: Medical Care, Patient Movement, Public Health, Facility Management, Medical Supply Chain).
6. Safety and Security (Components: Law Enforcement/Security, Fire Services, Search and Rescue, Government Services, Community Safety).
7. Transportation (Components: Highway/Roadway, Mass Transit, Railway, Aviation, Maritime).
8. Water Systems (Components: Potable Water Infrastructure, Wastewater Management).

The planning team applied the Community Lifelines construct when assessing and estimating impacts from future incidents. To account for changing climate, analysts and the planning team examined the Climate Risk and Resilience (ClimRR) portal and Climate Explorer tools to estimate future impacts for some natural hazard incidents and project what impacts may look like by the year 2050. Analysts assessed the Representative Concentration Pathway (RCP) 4.5 data to project future impacts to the city of Keizer. Experts utilized the National Risk Index (NRI) to determine the risk or impact on Community Lifelines.

Analysts assessed the Representative Concentration Pathway (RCP) 4.5 data, which is described by the Intergovernmental Panel on Climate Change as an intermediate scenario. Greenhouse gas emissions in the RCP 4.5 model peak around the year 2050, then decline. This modeling allows planners to project future impacts to the city of Keizer.

Recognizing the disparity in modeling approaches between available climate tools, planners weighed ClimRR data more heavily in the emergency operations planning process because it used high-resolution, dynamically downscaled models that reflected localized climate impacts with greater precision critical for assessing risks to specific infrastructure and vulnerable populations. In contrast, National Oceanic and Atmospheric Administration's (NOAA)'s Climate Explorer provided county-level, statistically downscaled data that was better suited for identifying broader historical trends and informing regional planning context.

F. Natural Hazards

The city of Keizer is exposed to a wide range of natural hazards, all of which have the potential to disrupt Community Lifelines, generate injuries and/or fatalities, and damage property and the environment. Based on a review of FEMA's National Risk Index (NRI¹) online tool, natural hazards that could impact the city of Keizer include:

1. Earthquakes
2. Floods
3. Hailstorms
4. Heat waves
5. Ice storms
6. Landslides
7. Strong wind incidents
8. Tornados
9. Volcanoes
10. Wildfires
11. Winter weather

The subsequent sections below describe each of the natural hazards and projected impacts to the city of Keizer based on Figure 1-4 and the National Risk Index.

¹ <https://www.fema.gov/flood-maps/products-tools/national-risk-index>

Hazard type Risk Index scores are calculated using data for only a single hazard type, and reflect a community's Expected Annual Loss value, community risk factors, and the adjustment factor used to calculate the risk value.

Hazard Type	Risk Index Rating	Risk Index Score	National Percentile
Avalanche	Very Low	2.1	0 ----- 100
Coastal Flooding	Not Applicable	--	
Cold Wave	Relatively Low	59.9	0 ----- 100
Drought	Very Low	70.6	0 ----- 100
Earthquake	Relatively Moderate	86.8	0 ----- 100
Hail	Very Low	37.1	0 ----- 100
Heat Wave	Relatively Low	23	0 ----- 100
Hurricane	Not Applicable	--	
Ice Storm	Very Low	19.5	0 ----- 100
Landslide	Very High	100	0 ----- 100
Lightning	Very Low	15.3	0 ----- 100
Riverine Flooding	Relatively Moderate	70.7	0 ----- 100
Strong Wind	Very Low	10.6	0 ----- 100
Tornado	Very Low	4.3	0 ----- 100
Tsunami	Not Applicable	--	
Volcanic Activity	Very Low	40.4	0 ----- 100
Wildfire	Relatively Low	80	0 ----- 100
Winter Weather	Relatively Moderate	84.1	0 ----- 100

Figure 1-4 National Risk index

G. Earthquakes

Social and geological records show that Oregon has a history of seismic incidents. According to FEMA's NRI tool data, the region around the city of Keizer has a 0.304% chance of annual occurrence. Planners expect impact severity from a future earthquake to increase due to increasing population growth and development of infrastructure to support the state's population increase. Based on a review of the United States Geological Service ([USGS](https://www.usgs.gov))² Earthquake Hazard Map, areas along the Oregon coastline have the highest risk of an earthquake occurrence. Based on model outputs, areas in west central Oregon have a lower risk. Recent research suggests that the Cascadia Subduction Zone can produce earthquakes with a magnitude of 9.0. The Mt. Angel Fault, which traverses Marion County, increases the potential of future earthquakes in this region. The fault lies east of Woodburn, and north of Silverton before terminating at the Waldo Hills on the Willamette Valley's eastern edge, approximately 10 miles east of Keizer. The most recent, significant earthquake incident affecting Marion County occurred on February 28, 2001 (Nisqually earthquake). Researchers estimated the epicenter of this 6.8-magnitude earthquake to be near Anderson Island in Pierce

² <https://www.usgs.gov/media/images/earthquake-hazard-map-showing-peak-ground-accelerations-having-2-percent-proba>

County, Washington. The earthquake impacted western Washington and western Oregon. Residents in Marion County felt the tremor. Oregon did not experience any severe impacts; however, analysts estimated \$1 to \$2 billion in economic losses for the affected region. Figure 1-5 displays a map showing peak ground accelerations having a 2 percent probability of being exceeded in 50 years.

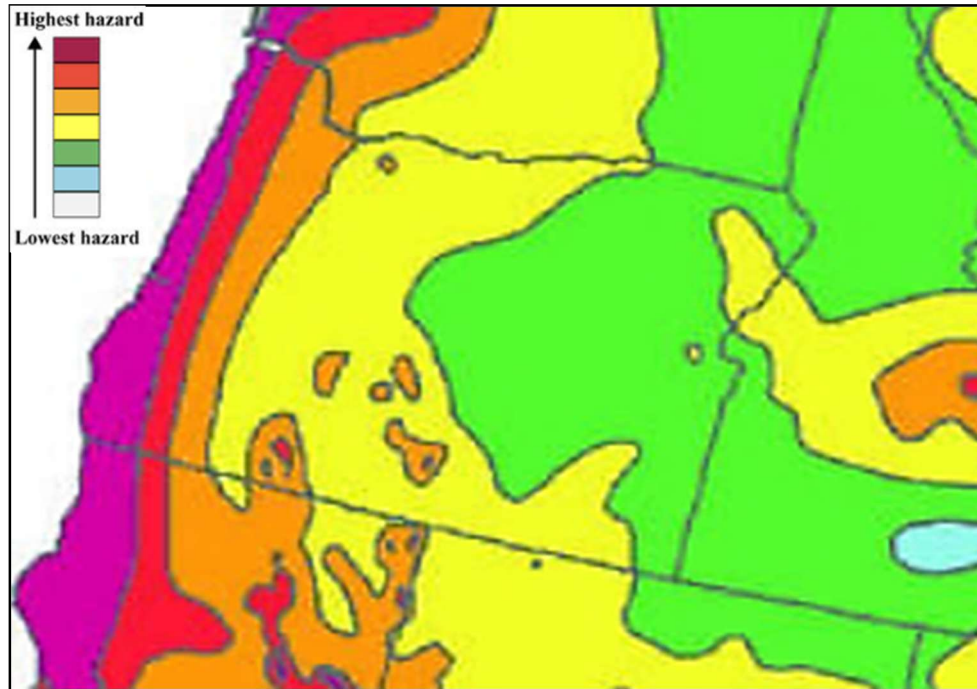


Figure 1-5 USGS Earthquake Hazard Map for Oregon

1. Earthquake Impact Analysis: Keizer, Oregon, faces moderate to high seismic risk, with potential impacts from both the Cascadia Subduction Zone (CSZ) and nearby crustal faults. The CSZ is a 600-mile offshore fault capable of producing magnitude 8.0–9.0+ earthquakes, and a full rupture would result in widespread, prolonged ground shaking throughout western Oregon, including Keizer. Additionally, local crustal faults such as the Mt. Angel Fault, located approximately 10 miles east, present a more localized threat with little or no warning.
2. A major seismic event could cause widespread structural damage across Keizer. Vulnerable assets include older residential structures, particularly those not retrofitted to current seismic standards, unreinforced masonry buildings, and critical infrastructure such as utilities and public facilities. Damage to transportation routes, including River Road North, local bridges, and connections to Interstate 5, may impede emergency services, disrupt supply chains, and delay evacuations.

Essential facilities, including the Keizer Fire District station, Keizer Police Department, Keizer City Hall, public schools, and local medical offices, could experience service interruptions due to structural damage, power loss, or staffing constraints. The lack of a hospital within city limits could place additional pressure on Salem Hospital, which is approximately five miles away, and may necessitate regional coordination for medical surge and sheltering needs. Displacement of

residents could exceed local shelter capacity, requiring activation of mutual aid agreements and Marion County mass care resources.

Although Keizer is not at risk of tsunami inundation, a major CSZ event would likely create statewide cascading impacts-- disrupting utilities, telecommunications, and logistics systems critical to response and recovery operations. Secondary hazards, such as liquefaction, aftershocks, and landslides in nearby elevated areas like the Waldo Hills could further affect regional infrastructure, including power lines, pipelines, and roadways.

To reduce vulnerability, Keizer should continue efforts to seismically retrofit public buildings, prioritize lifeline infrastructure resilience, and invest in public education initiatives focused on earthquake preparedness. Participation in ShakeOut drills, public alert and warning campaigns, and regional planning efforts with Marion County Emergency Management and the Oregon Department of Emergency Management (ODEM) are key strategies for enhancing community resilience in the face of a no-notice seismic event.

3. A major earthquake is expected to disrupt each of the eight FEMA Community Lifelines as described below:
 - a. Communications: Earthquake induced damage to communications infrastructure may limit community communication channels to include electronic financial transactions.
 - b. Energy: An earthquake may limit the delivery of fuel into the city from suppliers and destroy pipelines greatly reducing fuel supplies to the region. Power lines and power generation facilities will be impacted across the region leading to widespread power outages.
 - c. Food, Hydration, Shelter: An earthquake may damage homes and businesses resulting in displaced residents and a need for temporary shelters. Supply lines for food, agriculture, and general materials will be greatly impacted with roads and bridges destroyed. Furthermore, water treatment facilities, underground pipelines, and wells will likely experience impacts resulting in potential water shortages.
 - d. Hazardous Materials: An earthquake causing damage to facilities storing HAZMAT could contaminate the environment if released and/or expose nearby populations to airborne concentrations of toxic vapors.
 - e. Health and Medical: An earthquake may likely cause a mass casualty scenario and many medical facilities within the region could sustain damage affecting patient capacity. Patient movement to nearby medical facilities may be limited due to damaged/unsafe roadways.
 - f. Safety and Security: An earthquake may quickly overwhelm first responders due to the widespread anticipated damage. Following the disaster, search and rescue teams could be needed; government functions/services may not be able to operate for an extended period. Looting, especially during nighttime hours may occur.
 - g. Transportation: An earthquake may prevent or limit travel to and from the city of Keizer affecting supply chains, residents' ability to evacuate or travel, and delay first responder arrival times following 9-1-1 emergency calls.

- h. Water Systems: An earthquake may cause damage to potable water and wastewater infrastructure and lead to contamination or damage of the potable water distribution system infrastructure resulting in drinking water disruptions for an extended period.

H. Floods

The city of Keizer is vulnerable to urban and minor riverine flooding, primarily due to its location along the Willamette River, low-lying terrain, and aging stormwater infrastructure. The city's continued growth has increased the amount of impervious surface areas, which can intensify runoff during heavy rain. While Keizer is not located near the North Santiam River or within the Santiam Canyon, it lies within the Willamette River watershed, and localized flooding can occur during intense rainfall, seasonal snowmelt, or periods of high-water levels on the Willamette River, including occasional backflow into nearby drainage systems.

Historically, Keizer has experienced localized flooding along small streams, stormwater conveyance systems, and roadway drainage corridors, especially in areas with limited detention capacity or older infrastructure. Specific flood-prone areas include segments near Claggett Creek, Labish Ditch, and adjacent residential neighborhoods. Common flood-related impacts include street and basement flooding, ponding in yards, and transportation disruptions that can affect emergency response access.

Keizer has generally flat topography makes it unlikely to experience post-fire debris flows or slope-driven flash flooding. Increased regional sedimentation and hydrologic changes from upstream watersheds; however, may affect long-term flood mitigation strategies throughout the Willamette Valley. Significant flooding in February 1996 exposed vulnerabilities in regional floodplain management, particularly in coordinating multi-jurisdictional infrastructure and response planning.

Although large-scale riverine flooding is relatively uncommon in Keizer, extreme precipitation events and Willamette River overflow can still threaten low-elevation properties, utility systems, and critical access routes, delaying emergency response or requiring temporary evacuations in worst-case scenarios.

To manage flood risks, Keizer participates in the National Flood Insurance Program (NFIP) and applies FEMA-compliant floodplain regulations to guide local development. The city works closely with Marion County Emergency Management, the Oregon Department of Emergency Management (ODEM), and local watershed districts to monitor flood conditions, maintain infrastructure, and improve preparedness. Ongoing efforts include:

- Stormwater system upgrades.
- Floodplain and land use planning.
- Public education on flood insurance and preparedness.
- Green infrastructure enhancements, such as detention basins, vegetated swales, and permeable surfaces.

These strategies are essential to improving Keizer's resilience to both routine urban flooding and the increasing severity of climate-driven precipitation events. Climate risk modeling using the ClimRR and Climate Explorer tools indicates projected changes in precipitation intensity and flood frequency for the region by 2050:

1. ClimRR Data Analysis
 - a. Annual precipitation total is expected to increase by 5.28 inches.
 - b. The maximum average annual temperature is projected to increase by 2.39°F, increasing the likelihood of rapid snow melting during the spring season.
2. Climate Explorer Data Analysis
 - a. Annual precipitation total is expected to decrease by about .66 of an inch.
 - b. The maximum average annual temperature is projected to increase by 2.1°F.
 - c. The number of days with high precipitation (> 1 inch) are projected to remain the same.
3. Flood Impact Analysis: Keizer is vulnerable to flooding hazards that can result in property damage, utility disruptions, and temporary displacement, particularly during periods of prolonged or high-intensity rainfall. The city's flat topography, combined with aging stormwater infrastructure and continued growth that increases impervious surface area, contributes to urban flooding. Areas adjacent to Claggett Creek, Labish Ditch, and neighborhoods with undersized or outdated drainage systems are especially prone to runoff accumulation and localized inundation.

Flooding is most likely to occur near culverts, storm drains, and open drainage channels, where blockages from debris or vegetation can impede flow. Streets such as River Road North, Dearborn Avenue, and nearby residential connectors are susceptible to standing water or temporary closures during storm events, which may delay emergency response and restrict access to essential services.

Key infrastructure including Keizer Fire District facilities, the Keizer Police Department, local schools, and utility systems may be impacted by localized flooding or stormwater system backups. While the city primarily uses a municipal sewer system, properties on the urban fringe with private septic systems may face flood-related contamination risks. Electrical distribution equipment and underground utilities may also be affected, increasing the likelihood of power outages and public health concerns during significant flood events.

Keizer remains susceptible to increased runoff due to urban development and reduced vegetative cover. While the city's drainage infrastructure generally performs well under normal conditions, climate change is expected to increase the frequency and severity of heavy precipitation, potentially exceeding system capacity. Blocked culverts, saturated soils, and elevated groundwater levels may intensify localized flooding risks.

Socially vulnerable populations, including older adults, individuals with disabilities, and lower-income households—may encounter heightened barriers to evacuation, recovery, and healthcare access during flood emergencies. Regional flooding may affect Keizer by disrupting transportation routes, employment, and supply chains shared across the Mid-Willamette Valley. Keizer actively participates in the National Flood Insurance Program (NFIP) and enforces FEMA-compliant floodplain regulations.

The city planning team anticipates disruptions to the following Community Lifelines as a result from a flood incident:

- a. Communications: Flood induced damage to communications infrastructure may limit community communication channels to include electronic financial transactions.
- b. Energy: A flood may limit the delivery of fuel into the city from suppliers. If flooding impacts power transfer stations, power outages are likely to last the duration of the event, depending on the impact's severity, the rebuilding of power stations may take several days.
- c. Food, Hydration, Shelter: Flooding may cause food shortages due to the inability to deliver supplies, agriculture losses, and flood damage to homes and businesses may result in displaced residents requiring temporary sheltering.
- d. Hazardous Materials: A flood incident impacting facilities storing HAZMAT could contaminate areas near and downstream of the facility if released.
- e. Health and Medical: Patient transport to nearby medical facilities may be hindered due to impassible roadways.
- f. Safety and Security: Flooding could delay first responder response times and may require search and rescue efforts; government functions/services may not be able to operate for an extended period.
- g. Transportation: Floodwaters may prevent travel to and from the city of Keizer affecting supply chains, residents' ability to evacuate or travel, and delay first responder arrival times following 9-1-1 emergency calls.
- h. Water Systems: Flooding may cause damage to potable water and wastewater infrastructure and contaminate the potable water distribution system resulting in drinking water disruptions. The community may have to rely on another water source such as bottled water for an extended period.

The City of Keizer, in coordination with Marion County Emergency Management and the National Weather Service, continues to prioritize flood preparedness through public outreach, stormwater system maintenance, early warning capabilities, and response coordination with regional partners.

I. Hailstorm

According to FEMA's National Risk Index (NRI) data, five hailstorms have been recorded in or near the city of Keizer over the past 34 years, averaging approximately 0.1 incidents per year. Historical records from Marion County and adjacent counties indicate that hailstorms are rare in this region, largely due to the Willamette Valley's temperate maritime climate, which typically lacks the atmospheric instability and convective energy necessary for frequent severe thunderstorm activity. Key ingredients for hail-producing storms such as high moisture content, intense updrafts, and vertical instability are generally less prevalent in western Oregon compared to other parts of the U.S. Global ocean surface temperatures continue to rise; however, projections suggest that the frequency and intensity of convective storms may increase over time, including in historically low-risk regions. While Keizer and much of Marion County experience relatively stable weather patterns and limited extreme convective activity, future climatic shifts could increase the risk for severe weather, including hail-producing thunderstorms. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. Hailstorm Impact Analysis: Hailstorms are relatively uncommon in Keizer, Oregon,

but they do occur occasionally, most often during spring and summer thunderstorms. Although hail events in western Oregon are typically less frequent and less intense than those in the central United States, they can still cause localized property damage, safety hazards, and agricultural losses especially when hailstones exceed ½ inch in diameter. Even smaller hail can dent vehicles, damage roofing materials and siding, and injure exposed individuals.

The region surrounding Keizer includes agricultural operations such as nurseries, berry farms, vineyards, and row crops, which are particularly sensitive to hail damage. A single severe storm may result in reduced crop yields, damaged plants, or infrastructure losses, including broken irrigation lines, torn greenhouse covers, and harmed farm machinery. These impacts can be especially costly for high-value crops and producers that rely on consistent seasonal output.

Within the urban setting, hail may cause vehicle damage, broken windows, and minor structural impacts to homes and public buildings. It can also contribute to short-term flooding if storm drains become clogged with debris and, when accompanied by strong winds or lightning, may cause brief power outages. Older or poorly maintained structures may be more vulnerable, particularly those with unreinforced roofs or exposed HVAC systems. Pedestrian safety is also a concern during fast-developing hailstorms when warning time and shelter access are limited.

While large hail is infrequent in Keizer, climate projections suggest an increased potential for stronger convective storms due to changing weather patterns, which could elevate the likelihood of severe hail events over time. Hail reports are typically submitted to the National Weather Service (NWS) or local dispatch centers, which may trigger public alerts through the Integrated Public Alert and Warning System (IPAWS) or Keizer's emergency notification system.

Mitigation strategies include maintaining robust emergency alert systems, promoting property maintenance and adequate insurance coverage, and encouraging protective actions during thunderstorm warnings. Agricultural producers can reduce losses through hail netting, crop insurance enrollment, and participation in early warning networks such as the Oregon Hazards Lab or local weather monitoring programs.

The city planning team anticipates disruptions to the following Community Lifelines from a hailstorm:

- a. Energy: A hailstorm may damage energy infrastructure resulting in localized power outages.
- b. Food, Hydration, Shelter: A hailstorm may cause external damage to homes and businesses and destroy crops.
- c. Hazardous Materials: A hailstorm may impact facilities storing HAZMAT which could contaminate the environment if released.
- d. Health and Medical: A hailstorm may increase the number of high-impact injuries from people being pummeled by hail and result in delayed care at medical facilities.
- e. Water Systems: A hailstorm may cause damage to potable water and wastewater infrastructure and lead to contamination of the potable water distribution system

resulting in drinking water disruptions.

J. Heat Waves

FEMA defines a heat wave as a period of abnormally and uncomfortably hot and unusually humid weather typically lasting two or more days. Heat waves are expected to increase in the city of Keizer. A review of FEMA's NRI data revealed 19 reported incidents from 2005 to 2021, or 1.2 incidents annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
 - a. The maximum average annual temperature is projected to increase by 2.39°F
 - b. The minimum average annual temperature is projected to increase by 2.75°F.
2. Climate Explorer Data Analysis
 - a. The number of days annually with a maximum temperature above 90°F is projected to increase by 7.6 days by 2050 when compared to 2025.
 - b. The number of days annually with a maximum temperature above 95°F is projected to increase by almost 3.2 days by 2050 when compared to 2025.
 - c. The number of days annually with a maximum temperature above 100°F are projected to increase by 1 day by 2050 when compared to 2025.
3. Heat Wave Impact Analysis: Like cold waves, heat waves can cause adverse impacts on some underserved population groups such as individuals over the age of 65, homeless populations, those living in poverty, or groups with pre-existing health conditions. Based on the analysis of the climate projection data above, planners project an increase in the frequency and severity of heat waves by 2050 when compared to 2025 as temperatures continue to trend upward. Planners anticipate disruptions to the following Community Lifelines as a result from a heat wave incident:
 - a. Energy: Potential grid disruptions and energy shortages during peak periods of heat.
 - b. Food, Hydration, Shelter: Homes and businesses may lack air conditioning; community cooling shelters/centers may be needed during prolonged heat incidents. Unhoused and elderly populations will be the most vulnerable.
 - c. Health and Medical: Increases in self-reporting patients experiencing heat stress to local medical providers due to older population groups.

K. Ice Storms

Ice storms occur periodically in Keizer, Oregon, typically every few years. Due to its location near the western foothills of the Cascade Range, Keizer is particularly susceptible to freezing rain when cold air becomes trapped in the valley during winter storm events. One of the most significant recent ice storms impacted the area in February 2021, resulting in widespread hazardous conditions across western Oregon. The storm caused prolonged power outages, extensive tree damage, and dangerous travel conditions throughout the region, to include Keizer. Ice storms in Keizer typically result in:

- Dangerous road conditions due to ice accumulation.
- Widespread power outages caused by downed power lines and fallen trees.
- Obstructed roadways, impacting emergency response and public access.
- Disruptions to emergency and utility services.

The Keizer Emergency Operations Plan (EOP) prioritizes public safety by coordinating response efforts among city officials, emergency responders, utility providers, and partner organizations. Pre-storm preparedness includes issuing public warnings, coordinating with the National Weather Service, activating warming shelters, and ensuring that emergency personnel are ready to respond to downed power lines and road hazards.

During the storm, law enforcement, fire services, and public works crews monitor conditions, clear priority routes, and assist vulnerable populations. Residents are advised to stay indoors, avoid unnecessary travel, conserve energy, and maintain emergency supplies including food, water, flashlights, and blankets. Post-storm recovery operations focus on:

- Power restoration.
- Clearing debris and fallen trees.
- Inspecting and repairing damaged infrastructure.
- Aiding affected residents.

According to FEMA's National Risk Index (NRI), officials reported 64 ice storms in the Keizer area between 1946 and 2014, averaging one incident per year. More recent data from the National Weather Service (NWS) from 2014 to 2023 indicates a slight increase annually, reflecting the need for continued preparedness and response planning. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. ClimRR Data Analysis
 - a. Annual precipitation total is expected to increase by 5.28 inches.
 - b. The minimum average annual temperature is projected to increase nearly 2.79°F.
 - c. The maximum average annual temperature is projected to decrease by 2.39°F, increasing the likelihood of precipitation falling in the form of ice verses snow in the winter months.
2. Climate Explorer Data Analysis
 - a. Annual precipitation total is expected to decrease by about .66 inches.
 - b. The number of days annually with a maximum temperature below 32°F is projected to decrease by 3.5 days by 2050 when compared to 2025.
 - c. The number of days annually with a minimum temperature below 32°F is projected to decrease by 8.7 days by 2050 when compared to 2025.
 - d. The minimum average annual temperature is likely to increase by about 1.7°F.
3. Ice Storm Impact Analysis: Ice storms pose a significant seasonal hazard for Keizer, Oregon, particularly between December and February, when freezing rain events are most likely to occur. Located in the Willamette Valley near the Cascade foothills, Keizer is vulnerable to cold air pooling and temperature inversions, which can lead to ice accumulation on roads, power lines, trees, and structures. The February 2021 ice storm that impacted large portions of the Willamette Valley is a recent example of the disruptive and damaging effects such storms can bring to the region.

Impacts from a severe ice storm in Keizer would likely include prolonged power outages caused by ice-laden tree limbs falling onto power lines and transformers. These outages may last for several days. Hazardous road conditions, especially on hills and elevated surfaces like bridges can lead to transportation disruptions, school closures, an increase in vehicle accidents, and delays in emergency response. Area medical facilities, such as Salem or Silverton Hospitals, may experience an influx of

patients due to weather-related injuries such as slips and falls or other accidents

Public infrastructure, including water systems, emergency communication towers, traffic signals, and municipal facilities, may sustain damage or experience service interruptions. Backup generator power may be required at essential facilities to maintain operations during extended outages. Residents with access and functional needs, including seniors and those who rely on electrically powered medical devices are particularly vulnerable during prolonged power disruptions and cold conditions.

Ice storms can have cascading impacts on other lifelines, including communications, food, hydration, and shelter, particularly if road closures affect deliveries or regional utility crew accessibility. Tree damage and debris removal are often extensive and can overwhelm local public works resources. The city may also face significant cleanup and recovery costs after the event.

Keizer's preparedness measures for ice storms should include pre-storm public information, coordination with utility providers, activation of warming shelters, and prioritization of critical infrastructure for debris clearance and restoration. Regular trimming of trees near power lines, ensuring emergency fuel supplies, and training for response personnel on cold-weather operations can further reduce community risk. Planners anticipate disruptions to the following Community Lifelines as a result from an ice storm:

- a. **Communications:** An ice storm may damage communications infrastructure by limiting communication channels within the community to include electronic financial transactions.
- b. **Energy:** A severe ice storm will likely cause widespread, prolonged power outages.
- c. **Food, Hydration, Shelter:** Planners anticipate possible food shortages due to the inability to deliver supplies and travel to stores/restaurants as well as minor property damage to homes and businesses from fallen tree limbs.
- d. **Health and Medical:** An ice storm may increase patient volume at local clinic(s) due to slips and falls/accidents, especially elderly and/or disabled residents resulting in longer wait times.
- e. **Safety and Security:** Icy roadways may delay response times of first responders and force government functions/services to close for 1-2 days and/or until power is restored.
- f. **Transportation:** Icy roadways may limit travel resulting in temporary supply chain shortages and flight cancellations or delays at regional airports. Local businesses may experience short-term profit losses due to a reduced customer base; an increase in traffic accident numbers is also expected.

L. Landslides

A landslide is the downward and outward movement of rock, soil, artificial fill, or a combination of these materials on a slope. According to FEMA, this movement can take several forms including falls, topples, slides, spreads, or flows— may occur suddenly or gradually over time. Landslides are commonly triggered by intense or prolonged rainfall, rapid snowmelt, earthquakes, volcanic activity, or human activities such as grading, excavation, or construction. Wildfires that destroy stabilizing vegetation can also increase the

risk of landslides and post-fire debris flows, particularly during subsequent storms. Although landslides are most common on steep or unstable slopes, debris flows can travel downslope and impact valleys, roadways, and developed areas, causing significant damage.

Within the City of Keizer, the risk of landslides is considered low due to the area's flat to gently sloping topography. There are no documented major landslides within Keizer city limits in recent history. The city is located on the Willamette Valley floor, which lacks the steep terrain typically associated with landslide-prone zones.

Regional risks, however, do exist. Areas to the east and south, such as the Waldo Hills and west Salem foothills contain terrain more susceptible to shallow landslides, particularly during heavy rain or sustained wet periods. These areas may impact regional transportation routes or utility corridors that serve Keizer, especially if slope failures occur along highways or distribution lines.

Understanding the broader context of landslide hazards is still important for regional coordination, emergency preparedness, and infrastructure planning, especially when considering transportation or utility systems that cross into higher-risk adjacent terrain. Keizer coordinates with Marion County Emergency Management, the Oregon Department of Emergency Management (ODEM), and the Oregon Department of Geology and Mineral Industries (DOGAMI) for hazard monitoring and mitigation planning as part of a whole-community approach to risk management.

1. **Landslide Impact Analysis:** Landslides are not considered a primary hazard for the city of Keizer due to its location on the flat valley floor of the Willamette Valley, where there is minimal steep terrain. As such, the likelihood of slope failure or debris flows within city limits is low. Keizer does not border steep hillsides or contain terrain features typically associated with landslide-prone environments.

Although Keizer neighborhoods are generally distant from hazardous slopes, some outlying or adjacent areas may be exposed to shallow slides or drainage-related erosion during extreme precipitation events. Impacts could include localized street closures, stormwater backups, or emergency response delays especially where infrastructure is aged or undersized.

Keizer should continue working with Marion County Emergency Management, DOGAMI, and state and federal partners to stay informed of regional landslide risks, support emergency planning for transportation disruptions, and incorporate updated slope stability data into local risk assessments and mitigation strategies. Anticipated impacts to Community Lifelines during a significant landslide include:

- a. **Transportation Systems:** A landslide affecting Highway 22, Interstate 5, or other nearby regional corridors may disrupt ingress and egress, delay supply deliveries, and reroute emergency response operations. While local Keizer roads are unlikely to be directly impacted by slope failure, the city could be functionally isolated if key connecting routes are blocked.
- b. **Safety and Security:** While no Keizer neighborhoods are in known landslide hazard zones, regional slope failures may require shelter-in-place advisories,

- evacuation support for adjacent communities, or increased law enforcement and traffic control to manage detours and restricted access.
- c. Energy and Communications: Landslides in surrounding elevated areas may damage power transmission lines, fiber optic cables, or cell towers that traverse hillsides and ridgelines. This could result in local power outages, internet disruptions, or degraded communications systems, including emergency alerts.
 - d. Health and Medical: Medical access could be delayed if roads leading to Salem Hospital or other regional facilities were impassable. Emergency services from outside Keizer may also be delayed or rerouted, affecting EMS response times and medical supply logistics.
 - e. Food, Water, Shelter: In severe, prolonged events, supply chain interruptions may limit access to groceries, bottled water, fuel, or other essential goods. If evacuation routes are impacted or service delivery is delayed, temporary shelters and resource distribution sites may need to be activated or supported through regional coordination.

M. Strong Wind

Strong winds consist of damaging winds, often originating from thunderstorms, that are classified as exceeding 58 miles per hour. Strong winds associated with severe thunderstorms rarely occur in the region. Planners analyzed FEMA's NRI data which identified three incidents spanning a 34-year period, or 0.1 incidents annually. The ClimRR tool projects a slight decrease in average wind speeds by the year 2050. The city planning team does not anticipate significant changes in future strong wind development when compared to today.

1. Strong Wind Impact Analysis: Strong wind events are a low hazard in Keizer, Oregon, typically occurring during fall and winter storms, driven by Pacific frontal systems and strong pressure gradients. Occasional wind gusts may also accompany summer thunderstorms, particularly during convective weather patterns. These wind events, while generally less intense than those in coastal or Columbia River Gorge regions, can still produce gusts of 40 to 60 mph, especially in open rural areas surrounding Keizer or during more intense frontal systems.

The primary impacts of strong winds in Keizer include downed trees and power lines, resulting in localized power outages, obstructed roadways, and property damage to homes, outbuildings, and commercial structures. Older structures, unreinforced buildings, and manufactured homes are particularly vulnerable to roof or siding damage. Falling limbs and airborne debris create hazards for pedestrians, motorists, and emergency responders. Key corridors such as Highway 22 and Interstate 5 may be temporarily blocked, delaying emergency response and disrupting transportation.

Utility outages can affect operations at the Legacy Medical Group – Keizer Health Center, area schools, and critical facilities, especially for electrically dependent populations. Disruption of power may also impair telecommunications, heating/cooling systems, and municipal water service if pumps or treatment systems are impacted. In some events, wind occurs alongside heavy rain or freezing rain, which can increase the likelihood of infrastructure damage or saturated soil-related hazards, such as localized tree uprooting or minor slope instability.

Agricultural operations around Keizer are also vulnerable during high-wind events,

with potential damage to greenhouses, irrigation infrastructure, and unharvested crops, particularly during storms in the fall. Post-storm cleanup and debris removal can strain public works departments, utilities, and private landowners, especially when damage is widespread.

Preparedness actions in Keizer should include routine tree maintenance near power lines and roadways, pre-storm public messaging, coordination with utility providers, and priority restoration planning for critical facilities. Emergency management should ensure that debris removal contracts and mutual aid agreements are in place, and residents are encouraged to secure outdoor objects and prepare for short-term power outages. Planners anticipate disruptions to the following Community Lifelines following strong winds:

- a. **Communications:** Strong winds could damage communications infrastructure such as cell phone towers thus reducing mobile phone communications within the city.
- b. **Energy:** Strong winds may cause prolonged power outages due to fallen poles or downed power lines.
- c. **Food, Hydration, Shelter:** Strong winds may cause minor to moderate damage to some homes and businesses. Businesses may have to shut down temporarily to make repairs. Crop damage may reduce supply and increase consumer prices and insurance costs.
- d. **Transportation:** Strong winds may down trees and block roadways causing temporary travel disruptions until crews are able to clear the roadways of debris. Large vehicles, such as commercial trucks, trailers, vans, etc., may be overturned on roadways.

N. Tornado

The risk of a tornado impacting Keizer is considered very low, as tornadoes rarely occur in western Oregon. The region's geography and maritime-influenced climate generally limit the development of the strong convective storms necessary to produce tornadoes. However, weak tornadoes and funnel clouds have occasionally been documented in the Willamette Valley, typically associated with localized severe thunderstorms.

In Oregon, most tornadoes are rated EF-0 to EF-1 on the Enhanced Fujita Scale, producing minor to moderate damage such as broken tree limbs, damaged roofs, and overturned sheds or vehicles. On rare occasions, tornadoes have reached EF-2 or higher, though such events are highly unusual west of the Cascades.

Keizer is not located in a designated high-risk tornado zone, but emergency planning should still consider the potential for strong winds, falling trees, and localized structural damage from isolated severe weather events.

Residents are encouraged to:

- Sign up for National Weather Service alerts and local emergency notification systems.
- Identify safe indoor locations to shelter during wind or tornado warnings.
- Remain aware of severe weather watches and warnings, especially during transitional seasons (spring and fall).

1. **Tornado Impact Analysis:** Although tornadoes are relatively rare in western Oregon, they remain a credible low-probability, high-impact hazard for Keizer. While

infrequent, tornadoes can occur with little warning and cause considerable localized destruction.

The primary impact of a tornado in Keizer would include structural damage to homes and businesses, particularly those with older construction or unreinforced elements. Manufactured homes and outbuildings are especially vulnerable. Wind speeds associated with even low-end tornadoes (EF0–EF2) can cause roof loss, window breakage, fallen trees, and utility pole failures, leading to power outages, blocked roads, and injuries from flying debris.

Critical facilities such as schools, City Hall, and medical centers may experience disruptions if impacted directly or indirectly through infrastructure damage or road obstructions. Emergency response may be delayed due to debris-covered streets or loss of communications. Additionally, if a tornado occurs during school or business hours, mass care and reunification may be required for displaced individuals.

While tornadoes in Oregon tend to be brief and narrow in path, their unpredictable nature makes public alerting and preparedness planning essential. Tornadoes may also occur as part of a larger convective storm system, bringing lightning, hail, and flash flooding, compounding response challenges.

Keizer’s preparedness measures should include activation of the Emergency Alert System (EAS) and Wireless Emergency Alerts (WEA), public education on tornado safety, and designated shelter-in-place protocols for schools and public buildings. Continued coordination with the National Weather Service (NWS), use of NOAA weather radios, and public drills can improve awareness and community resilience against these sudden-impact events. In this scenario, all eight Community Lifelines would likely experience disruptions as projected below:

- a. **Communications:** Depending on the path of the tornado, it could damage communications infrastructure such as cell phone towers and disrupt cell phone service.
- b. **Energy:** A tornado may likely cause extended power outages for customers, due to fallen power poles.
- c. **Food, Hydration, Shelter:** A tornado may cause severe damage to any structure in its path; the community may need to establish temporary shelters and housing for displaced residents.
- d. **Hazardous Materials:** A tornado that impacts a facility storing HAZMAT could cause a HAZMAT release that adversely affects the environment and nearby populations.
- e. **Health and Medical:** Patient transport to nearby medical facilities may be impossible due to impassible roadways from debris left behind by the tornado. A tornado may damage or destroy local medical clinics depending on the path and reduce patient capacity. The current EMS resources could become overwhelmed and may not be adequate to support response operations immediately after the tornado.
- f. **Safety and Security:** A tornado may likely trigger the immediate activation of search and rescue teams. Search and rescue/victim recovery will take several hours or days. First responders could experience delays with emergency calls due

to debris in roadways; government functions/services may not be able to operate for an extended period due to damage sustained from the tornado.

- g. Transportation: The tornado may impact travel on roadways depending on the tornado's path.
- h. Water Systems: A tornado could destroy the community's water and/or may damage potable water or wastewater infrastructure causing disruptions to potable and wastewater services for several days or weeks.

O. Volcano:

According to the U.S. Geological Survey (USGS), the Cascade Mountain Range is home to several active and potentially active volcanoes, including Mt. Hood, Mt. Jefferson, and Mt. St. Helens. These volcanoes have erupted in the past and are expected to erupt again in the future. While Keizer is not located on or near a volcanic cone, the city could experience indirect but significant impacts in the event of a major eruption within the region.

The most immediate concern for Keizer is volcanic ashfall, which can:

- Disrupt transportation networks and aviation operations.
- Cause mechanical and electrical failures in infrastructure and vehicles.
- Contaminate surface water supplies and clog filtration systems.
- Pose respiratory health risks, especially to vulnerable populations.

In addition, a major eruption from Mt. Jefferson located approximately 60 miles southeast of Keizer could generate lahars (volcanic mudflows). While it is unlikely that lahars would reach the city directly, their impact on upstream watershed health and water infrastructure could be significant.

Volcanic activity may also lead to short-term regional climate effects, such as temporary cooling caused by ash and sulfur dioxide emissions that block sunlight.

Although the likelihood of a catastrophic eruption directly impacting Keizer is low, the city recognizes the need to incorporate volcanic hazards into emergency response planning.

Coordination with Marion County Emergency Management and monitoring systems operated by the USGS, and the Pacific Northwest Seismic Network (PNSN) are essential for maintaining early warning capabilities and ensuring timely public information in the event of volcanic activity.

1. Volcano Impact Analysis: An eruption of Mount Jefferson would impact the city of Keizer due to its proximity to the volcano. An eruption may lead to challenges due to mass evacuations. Ash deposits would cause widespread contamination of the city, and the economic impacts would be devastating. Areas including tens of miles downstream along river valleys and hundreds of miles downwind may be at risk. A 500-million-cubic-meter lahar (the largest modeled lahar) would potentially cause the Detroit dam to be overtopped/breached unless the lake had been significantly drawn down. The city planning team projects the following Community Lifeline disruptions from a volcanic eruption of Mount Jefferson:
 - a. Communications: A volcanic eruption could damage or destroy communications infrastructure by reducing communication channels within the city.

- b. Energy: An eruption could impact utility infrastructure leading to prolonged power outages.
- c. Food, hydration, shelter: Drinking water sources could become contaminated leading to disruptions. Food and water supply chains may be disrupted leading to shortages.
- d. Hazardous Materials: Ash from an eruption could impact the filtration systems storing HAZMAT and adversely affect the environment and nearby populations.
- e. Health and Medical: Falling ash could cause adverse respiratory issues for residents, especially the young, elderly and those with pre-existing medical conditions.
- f. Safety and Security: A volcanic eruption may require the immediate activation of search and rescue teams. Search and rescue/victim recovery will take days to weeks to complete. First responders may become overwhelmed and government functions/services may be unable to operate for an extended period due to damage and/or evacuation.
- g. Transportation: Roadways may become overcrowded due to evacuating populations, and visibility may be severely affected. Regional air traffic may be shut down due to airborne volcanic ash.

P. Wildfires

Wildfires are a natural part of Oregon's landscape and occur regularly across the state, particularly in forested, grassland, and rangeland ecosystems. Although the Willamette Valley, including Keizer, is not among Oregon's highest wildfire risk zones, the city is surrounded by agricultural fields, open grasslands, and rural properties that are susceptible to field fires, equipment-related ignitions, and wind-driven grass fires, particularly during the dry summer and early fall months.

According to the Oregon Department of Forestry (ODF), most wildfires in the state occur between June and October, when vegetation is dry and humidity is low. Approximately 70% of wildfires in Oregon are caused by human activity, including debris burning, agricultural operations, equipment use, and recreational activities. The remaining 30% are typically lightning caused, with those events most concentrated in eastern and southern Oregon, rather than the Willamette Valley.

While Keizer is not located in a densely forested area or within a high wildfire hazard zone, it is classified as having a low to moderate wildfire risk, particularly along the urban-agricultural fringe. The city is not directly within a designated wildland-urban interface (WUI) zone, but nearby communities closer to the Cascade foothills and eastern Marion County are at elevated risk during periods of prolonged heat, drought, and low humidity. Keizer may experience indirect wildfire impacts from regional fires, such as those that occurred during the 2020 Labor Day wildfires, including the Beachie Creek Fire in the Santiam Canyon. While the fire itself did not threaten Keizer, it contributed to:

- Hazardous air quality
- Public health advisories
- Activation of emergency shelters for evacuees
- Increased demand for coordinated public messaging

Wind-driven embers, smoke, and potential transportation disruptions remain credible secondary concerns, especially when fire activity affects nearby counties or transportation corridors such as Interstate 5 or Highway 22.

Keizer continues to work with Marion County Emergency Management, ODF, and state and regional partners to enhance wildfire preparedness, air quality monitoring, public warning capabilities, and evacuation planning. These efforts are essential for addressing both direct ignition hazards and the indirect impacts of large-scale wildfires occurring elsewhere in the region. An analysis of the ClimRR portal modeling tool revealed the following projections by the year 2050:

1. ClimRR Data Analysis
 - a. Annual precipitation total is expected to increase by about 5.28 inches.
 - b. The minimum average annual temperature is projected to increase by nearly 2.79°F.
 - c. The maximum average annual temperature is projected to increase by 2.39°F.
 - d. Average wind speeds are predicted to not change much from current averages.
 - e. Annual fire weather index is expected to remain relatively the same.
2. Wildfire Impact Analysis: Although Keizer is not located within a heavily forested area, its position in the Willamette Valley and proximity to agricultural lands, grass fields, and rural properties creates a measurable risk for grass and brush fires, particularly during the late summer and early fall fire season. While the urban core is considered low-risk, Keizer's urban-agricultural fringe and nearby open spaces could support wind-driven fire spread, threatening residential neighborhoods, critical infrastructure, and transportation routes along the city's edges.

Climate projections for western Oregon anticipate hotter, drier summers and more frequent drought conditions, which are expected to increase the intensity and duration of wildfire seasons across Marion County. As regional wildfire activity grows, Keizer may experience greater exposure to indirect impacts, including hazardous air quality, evacuee sheltering needs, and strain on public information systems.

In the event of a wildfire encroaching upon Keizer or igniting in adjacent agricultural zones, precautionary evacuations of homes or businesses could be required. Such an incident may lead to temporary displacement, service interruptions, and economic disruption due to infrastructure damage or business closures. Although a worst-case scenario involving widespread structural loss is unlikely in Keizer's current landscape, fast-moving grass fires fueled by high winds and dry conditions could pose a significant threat to areas near the city's rural boundary.

Keizer continues to coordinate with Marion County Emergency Management, the ODF, and regional partners to support wildfire preparedness, evacuation planning, and public outreach, ensuring the city is ready to respond to both direct fire threats and the broader consequences of regional wildfire activity.

Given these risks, wildfire preparedness, defensible space planning, and coordinated evacuation procedures are critical components of the city's emergency operations and hazard mitigation strategies.

The city planning team anticipates disruptions to all eight Community Lifelines as described below:

- a. **Communications:** Wildfire could damage or destroy communications infrastructure such as cell phone towers and communication equipment, reducing communication channels within the city.
- b. **Energy:** Wildfire could destroy utility infrastructure leading to prolonged power outages.
- c. **Food, Hydration, Shelter:** Wildfire could cause widespread structural damage to homes and businesses creating economic hardships. City residents may need to evacuate the area and emergency shelters, and housing may be a priority during recovery efforts. The acquisition of bottled drinking water may be necessary.
- d. **Hazardous Materials:** Fires could destroy facilities storing HAZMAT and adversely affect populations located downwind of chemical plumes.
- e. **Health and Medical:** Wildfire could destroy medical facilities, and EMS may not be available to respond due to evacuation orders.
- f. **Safety and Security:** A wildfire may require search and rescue team activation. The local fire department may be occupied with the fire and have a reduced capacity to respond to other emergencies. First responders may become overwhelmed and government functions/services may not be able to operate for an extended period due to damage and/or evacuation. Officials may have to issue evacuation or shelter-in-place actions to mitigate the risk to impacted populations.
- g. **Transportation:** Wildfire may result in closed roadways eliminating access to the city of Keizer. Additionally, roadways may become overcrowded due to evacuation efforts.
- h. **Water Systems:** A wildfire could destroy the community's potable water and wastewater infrastructure leading to disruptions that could last for several weeks or months.

Q. Winter Weather

FEMA defines winter weather as a winter storm incident in which the main types of precipitation are snow, sleet, or freezing rain. This type of incident occurs often in the city of Keizer. A review of FEMA's NRI data revealed 18 incidents from 2005 to 2021, or 1.1 incidents occurring annually. An analysis of the ClimRR portal and Climate Explorer modeling tools revealed the following projections by the year 2050:

1. **ClimRR Data Analysis**
 - a. Annual precipitation total is expected to increase by about 5.28 inches.
 - b. The minimum average annual temperature is projected to increase by 2.75°F.
 - c. The maximum average annual temperature is projected to increase by 2.39°F.
2. **Climate Explorer Data Analysis**
 - a. Annual precipitation total is expected to decrease by about .66 inches.
 - b. The number of days annually with a maximum temperature below 32°F is projected to decrease by 3.5 days by 2050 when compared to 2025.
 - c. The number of days annually with a minimum temperature below 32°F is projected to decrease by 14.7 days by 2050 when compared to today.
 - d. The minimum average annual temperature is projected to increase by about 1.7°F.
3. **Winter Weather Impact Analysis:** Future temperatures are projected to rise while annual precipitation amounts increase. This may increase the likelihood of precipitation falling as rain or freezing rain during the winter months in the mid-

century timeframe. Planners anticipate a decrease in the number of winter weather incidents annually. A worst-case winter weather scenario is expected to impact the following Community Lifelines:

- a. Energy: A worst-case winter storm may cause power outages.
- b. Food, Hydration, Shelter: Residents living in homes without power and/or ineffective heating sources may require temporary warming shelters. A winter storm could delay the resupply of goods from outside sources due to unsafe road conditions.
- c. Health and Medical: Patient transport to nearby medical facilities may be impossible or delayed due to impassible roadways. EMS response times to emergencies may increase and become overwhelmed.
- d. Safety and Security: Winter weather may cause an increase in the number of traffic accidents and first responder response delays to emergencies; government functions/services may shut down for one to two days.
- e. Transportation: Icy or snow-covered roadways may limit travel to and from the city of Keizer, affecting supply chains and increasing first responder response time to emergencies. Winter weather may also result in delayed or cancelled flights in the region and an increase in the number of traffic accidents.

Human Caused Incidents

- A. These incidents are intentionally created by humans with the intent of harming life, information, operations, the environment and/or property. They are also referred to as adversarial threats. These types of events often occur with little or no advanced warning, making them difficult to predict.

Cybersecurity involves protecting the infrastructure by preventing, detecting, and responding to cyberattacks. City planners must be cognizant that prolonged outage of a digital infrastructure could cause civil unrest and an increase in criminal activity.

B. Cyber Attacks

Unlike physical threats that prompt immediate action, cyberattacks are often difficult to identify and comprehend. Among these dangers are viruses that erase entire systems, intruders breaking into systems and altering files, intruders using someone else's computer or device to attack others, or intruders stealing confidential information. The spectrum of cyber risks is limitless; threats, some more serious and sophisticated than others, can have wide-ranging effects on the individual, community, organizational, and national level. These risks include:

- a. Organized cybercrime, state-sponsored hackers, and cyber espionage can pose security risks to our country, as well as at the national scale.
- b. Transportation, power, and other services may be disrupted by large-scale cyberattacks. The extent of the disruption is highly uncertain as it may be determined by many unknown factors such as the target and size of the incident.
- c. Vulnerability to data breach and loss increases if an organization's network is compromised; information about a company, its employees, and its customers can be at risk.
- d. Individually owned devices such as computers, tablets, mobile phones, and gaming systems that connect to the Internet are vulnerable to intrusion. Personal information may be at risk without proper security.

Cyber Incident Impact Analysis: Large-scale cyber incidents may overwhelm government and private sector resources by disrupting the Internet and/or taxing critical infrastructure information systems. Complications from disruptions of this magnitude may threaten lives, property, the economy, and national security. Planners anticipate impact to the following community lifelines:

- a. **Communications:** A cyberattack could damage or disrupt communications infrastructure such as cell phone towers and computer equipment reducing communication channels within the city.
- b. **Energy:** A cyberattack could impact utility infrastructure, leading to prolonged power outages. Gas stations may be limited in the ability to dispense fuel products.
- c. **Food, Hydration, Shelter:** A cyberattack may cause business disruptions and could impact distribution of food to the local populace creating economic hardships. The acquisition of bottled drinking water may be necessary.
- d. **Hazardous Materials:** A cyberattack could cause the shutdown of critical HAZMAT processes leading to potential fire and/or release of HAZMAT and adversely affect populations located downwind if a chemical plume occurs.
- e. **Health and Medical:** A cyberattack could degrade medical facilities, and EMS may not be available to respond due to communication issues.
- f. **Safety and Security:** A cyberattack may cause civil unrest and criminal activity to occur. First responders could become overwhelmed and government functions/services may not be able to operate for an extended period due to digital disruptions.
- g. **Transportation:** A cyberattack could impact mass transit (e.g., buses, trains, etc.) preventing the transport of goods and services to the area. Additionally, the loss of transportation could impact the ability for some residents to commute to receive supplies, employment, and assistance.
- h. **Water Systems:** A cyberattack could have impact on the community's potable water and wastewater infrastructure leading to disruptions.

C. Electronic Magnetic Pulse

An Electromagnetic Pulse (EMP) is a burst of electromagnetic energy capable of damaging or disabling electronic systems and electrical infrastructure across a wide area. EMPs can be generated by natural phenomena such as solar flares or geomagnetic storms, but within the human-caused hazard category they typically refer to a deliberate high-altitude nuclear detonation or a non-nuclear electromagnetic device intended to disrupt or destroy technology-based systems.

Because modern society depends heavily on electronic systems, even a localized EMP event could have catastrophic and cascading effects. City planners should consider EMP impacts that could result in the prolonged loss of power, communications, transportation, and essential services. Unlike cyberattacks, EMPs cause physical damage to circuits and components, meaning recovery can take weeks to months depending on supply-chain conditions and regional scope.

EMP Incident Impact Analysis: Planners anticipate that an EMP could affect the following Community Lifelines:

- a. **Communications:** An EMP may disable radio repeaters, cellular networks, computer systems, and landline infrastructure, leaving responders and residents unable to communicate. Loss of data networks will also disrupt dispatch, emergency alerts, and coordination with neighboring jurisdictions.
- b. **Energy:** Electrical substations, transformers, and grid controls could be damaged, resulting in widespread and prolonged power outages. Backup generators may also fail if not properly shielded. Fuel pumps, refineries, and supply chains could be affected by limiting fuel availability for emergency response vehicles.
- c. **Transportation:** Modern vehicles and transit systems with electronic ignition or control modules may be rendered inoperable. Roadway signals could fail, leading to congestion, accidents, and hampered emergency movement. Air traffic control and rail systems may also be affected.
- d. **Water and Wastewater Systems:** Pumping stations and treatment plant controls may fail, disrupting the distribution of potable water and the processing of wastewater. Extended power loss could cause low water pressure, boil-water advisories, and sanitation challenges.
- e. **Health and Medical:** Hospitals and clinics may lose access to medical equipment, electronic health records, and power for life-support systems. Supply shortages may arise due to disruption of transportation and communications.
- f. **Safety and Security:** A prolonged loss of power and communications may lead to public anxiety, looting, or civil unrest. Law enforcement and fire response capabilities could be degraded by inoperable vehicles and radios. Mutual aid from surrounding jurisdictions may also be delayed.
- g. **Food, Hydration, and Shelter:** The interruption of refrigeration, electronic payment systems, and supply deliveries may quickly deplete available food and water. Community shelters must be prepared to operate without power or digital communications for extended periods.

Mitigation and preparedness considerations:

- a. Encourage critical facilities (EOC, police, fire, public works, and water utilities) to install surge protection, Faraday shielding, and analog redundancies where feasible.
- b. Develop manual backup procedures for dispatching, recordkeeping, and communications (e.g., paper logs, pre-designated radio frequencies, satellite phones).
- c. Coordinate with regional utilities to identify priority restoration strategies for power and water systems.
- d. Educate the public on household preparedness measures for long-term power outages (food, water, medication, lighting, and cash reserves).
- e. Incorporate EMP scenarios into Continuity-of-Operations (COOP) and Continuity-of-Government (COG) planning.

D. Terrorism

Terrorism is defined as the use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. It is difficult to determine the scope of a terrorist threat to the city of Woodburn. Although the area may include some potential targets, it is impossible to predict future terrorist events. Residents and tourists must rely on law enforcement

surveillance and local threat levels. Depending on the extent of the action, the community may experience economic loss, utility disruptions, injuries, and fatalities, and/or structural damage from explosions or gun fire.

1. **Terrorism Impact Analysis:** Planners do not consider a terrorism incident probable for the city of Woodburn. However, secondary effects from an attack on a larger city or transportation component could adversely affect Woodburn residents. An act of terrorism could result in a mass casualty incident and impact the local economy. Planners project the following Community Lifeline impacts from a terrorist event:
 - a. **Communications:** A terrorist attack could include disruption of service to local communication nodes. This disruption could cause delays in first responders providing services for the local community.
 - b. **Energy:** A terrorist attack could result in a power grid shutdown and prolonged power outage).
 - c. **Health and Medical:** A terrorism incident could result in gunshot injuries and fatalities and a potential mass casualty incident which overwhelms local medical resources. Indirect exposure to contamination for HAZMAT or Weapons of Mass Destruction could cause casualties that require specialized care. The city could require mutual aid assistance from neighboring jurisdictions and escalate response to higher levels if available.
 - d. **Safety and Security:** Local responders could order shelter-in-place or lockdown for residents until the threat is eliminated. The city may require law enforcement mutual aid assistance from neighboring jurisdictions.
 - e. **Transportation:** An incident may shut down roadways near the incident during the response and following the event to aid the investigation. Some businesses may be forced to shut down during the investigation resulting in economic losses.
 - f. **Water Systems:** An attack on the city's water supply could shut down potable water and wastewater infrastructure leading to disruptions that may last several days.

Technological Hazards

These incidents involve materials created by humans that pose a unique hazard to the public and environment. The jurisdiction needs to consider incidents that are caused by accident (e.g., mechanical failure, human mistake, mass transit incident), resulting from an emergency caused by another hazard (e.g., flood, storm).

A. Hazardous Materials (HAZMAT)

Hazardous materials (HAZMAT) incidents in Keizer may stem from a range of sources, including fixed-site facilities, transportation accidents, or, less commonly, illegal activities such as clandestine drug manufacturing. These incidents may involve chemical, flammable, or radiological substances, with local relevance to materials used by municipal operations, including chlorine-based water treatment chemicals, fuels, and agricultural products.

Although the probability of a major HAZMAT incident in Keizer is relatively low, the presence and movement of hazardous substances in and around the city pose potential public health and safety risks that merit inclusion in the city's hazard analysis.

A review of the Oregon Community Right-to-Know (CR2K) database identified 44 facilities within 10 miles of Keizer that report the storage or use of hazardous substances. These

include gasoline, diesel fuel, propane, lead-acid batteries, pesticides, and industrial cleaners. Additionally, some agricultural supply and service businesses operating in or near the city may store or transport regulated materials. A review of the EPA Envirofacts database shows that 109 EPA-regulated Tier II or Toxic Release Inventory (TRI)-reporting industrial facilities are located directly within Keizer's city limits.

The most significant HAZMAT risk to Keizer stems from transportation-related incidents. While Interstate 5 does not pass directly through Keizer, the city is located just west of the route, which supports River Road North, Chemawa Road, and Dr MLK Jr Parkway, which are used regularly for the transport of petroleum products, fertilizers, and agrochemicals. A transportation-related release—especially in or near densely populated areas, school zones, or commercial centers—could result in serious consequences including:

- Toxic vapor clouds
- Fires or explosions
- Hazardous runoff
- Widespread shelter-in-place or evacuation orders
- Disruption of road access for emergency responders

Rail-related HAZMAT incidents are not considered a primary risk within Keizer, as the Portland & Western Railroad and other active freight rail lines do not pass directly through the city. Incidents along nearby rail corridors in Salem or in the Santiam Canyon; however, could pose regional threats or impact mutual aid operations and evacuation planning, especially if hazardous cargo is involved.

Although the likelihood of a catastrophic release is low, Keizer's proximity to major transportation corridors, limited medical surge capacity, and potential population vulnerability heighten the importance of preparedness, interagency coordination, and public notification capabilities in response planning for hazardous materials incidents.

The severity of impact from a HAZMAT release is influenced by multiple factors, including:

- Type, quantity, and toxicity of the substance released
- Physical state of the material (gas, liquid, or solid)
- Weather conditions (e.g., temperature, wind speed/direction, precipitation)
- Proximity to sensitive receptors (e.g., schools, homes, water bodies)
- Timeliness and coordination of emergency response actions

The planning team identified the following impacts from a HAZMAT release scenario.

1. HAZMAT Event Impact Analysis: Keizer, Oregon faces a credible risk of HAZMAT incidents due to its proximity to agricultural operations, major transportation routes, and local use of commercial chemicals. Although Keizer is a suburban community, it is surrounded by rural agricultural lands and light industrial activity, where substances such as pesticides, herbicides, fertilizers, fuels, and other industrial chemicals are commonly stored, handled, or transported. Potential incidents could result from fixed-site facility accidents, transportation-related spills, or improper storage and handling of chemicals.

The primary HAZMAT threat in Keizer comes from transportation-related risks, particularly along Interstate 5, River Road North, and Chemawa Road, which are used by commercial vehicles transporting fuel, agricultural chemicals, and industrial products. While Interstate 5 does not run directly through Keizer, it lies just to the East of city limits and serves as a heavily used North-South corridor for hazardous materials movement. In addition, nearby farms and agribusinesses may store regulated substances such as anhydrous ammonia, diesel fuel, or chemical solvents, creating potential risk from spills, fires, or tank failures, especially during transport or equipment malfunction.

An active freight line of Union Pacific railway runs through Keizer and Portland & Western Railroad pass through nearby jurisdictions, including Salem. These routes routinely carry hazardous materials, and a derailment or chemical release in neighboring areas could necessitate regional coordination, air quality monitoring, or mutual aid evacuations that impact Keizer residents and responders.

The impacts of a HAZMAT incident in Keizer could include toxic exposure to the public or responders, evacuations or shelter-in-place orders, contamination of soil or water, and disruption of daily operations. Sensitive populations such as children, seniors, and individuals with respiratory conditions are at the greatest risk during a chemical release. A worst-case scenario could overwhelm local emergency response capabilities and require mutual aid or support from the Oregon State Fire Marshal's Office and the Oregon Department of Environmental Quality (DEQ).

The Keizer Fire District is the primary responder to HAZMAT incidents within city limits. The district operates at the operations-level for HAZMAT response and coordinates with Marion County Emergency Management and the Salem Fire Department's Regional HAZMAT Team 13 for technical-level support, including containment, decontamination, and environmental hazard mitigation.

Public notification and protective action decisions would be disseminated through Marion County's Everbridge mass notification system, NOAA Weather Radio, and local public safety agencies. These systems ensure timely and accessible alerts for impacted populations.

Mitigation strategies include ensuring local facilities that store or handle hazardous substances are registered through Oregon's CR2K Program, that response plans are in place, and that first responders are trained in Hazardous Waste Operations and Emergency Response (HAZWOPER) procedures. Public education on shelter-in-place procedures and the use of protective action zones, as outlined in the Emergency Response Guidebook (ERG), can further enhance community readiness. Planners project impacts to the following Community Lifelines as described below:

- a. Food, Hydration, Shelter: Depending on the location and severity of the release, the incident commander may issue evacuation or shelter-in-place orders. The city may need to coordinate temporary shelter operations with food and water distribution for displaced residents.
- b. Hazardous Materials: A significant release could contaminate the surrounding environment, including surface waters. Depending on the chemical's properties,

- airborne concentrations may pose a risk to downwind populations and ecosystems.
- c. **Health and Medical:** A HAZMAT release could result in a mass casualty scenario. While Keizer has local clinics and urgent care facilities, there is no hospital within city limits. Self-reporting patients may seek care locally, but those requiring advanced treatment or decontamination would be transported to hospitals in nearby cities such as Silverton or Salem.
 - d. **Safety and Security:** Local first responders (fire service, EMS, and law enforcement personnel) supporting the incident may not be able to assist other emergency calls resulting in delayed response time and capabilities. Officials may need to implement evacuation or shelter-in-place orders for populations located downwind of a chemical plume.
 - e. **Transportation:** Based on wind direction and chemical plume modeling, road closures may be necessary on key routes such as River Road North, Chemawa Road, or nearby access points to Interstate 5. Law enforcement would be responsible for implementing detours, maintaining perimeter control, and ensuring public safety near the incident zone.
 - f. **Water Systems:** Depending on the location and nature of the spill, there is potential for contamination of drinking water infrastructure. Timely detection, notification, and isolation of affected systems are critical to prevent public health impacts.

Hazardous Analysis

The city of Keizer hazard analysis has been incorporated into the Marion County Multi-Jurisdictional All-Hazard Mitigation Plan Volume II dated April 6, 2023.

Capability Assessment

This assessment evaluates the capabilities of Keizer, Oregon's EOP, aimed at addressing the city's preparedness and response mechanisms in the face of natural and man-made disasters. The purpose is to identify areas of strength, opportunities for improvement, and provide actionable recommendations to enhance the city's overall emergency management capability.

The City of Keizer Emergency Planning Team works with the surrounding cities and Marion County Emergency Management staff. A cooperative working relationship and team approach between the city and other municipal governments for emergency response is a major strength upon which the city relies. Prevention, protection, response, recovery, and mitigation capabilities are taken into consideration along with the adequacy of training, equipment, and personnel needs. The city is dependent upon the local municipalities for assistance for search and rescue, major hazardous material response capabilities, EMS backup, bomb squad response, police tactical responses, and assistance in emergency operations staffing and support. The city relies on the Keizer Fire District for fire prevention and suppression capability. Keizer Fire District provides Emergency Medical Services including ambulance service.

While the city maintains emergency service capability, the following items were identified in coordination with the city emergency planning team as areas for improvement:

- A. **Goal (End-State):** Improve emergency shelter readiness through standardized resource management, planning, and stakeholder coordination.
1. **Objective (Purpose):** Ensure the accessibility, reliability, and efficiency of emergency shelters by implementing a standardized framework for shelter identification, resource allocation, supply management, and interagency coordination to enhance preparedness and operational readiness during disasters.
 2. **Line of Effort:** Establish Shelter Locations and Supplies: These intermediate objectives will help ensure that shelters are identified and stocked to meet community needs during an emergency.
 - a. **Identify and Document Shelter Locations:** Compile and maintain an updated list of designated emergency shelters, including public buildings, community centers, and temporary facilities.
 - b. **Assess Shelter Capacity and Resources:** Evaluate the capacity of each shelter, including back-up power, available space, sleeping arrangements, sanitation facilities, pets, and accessibility for individuals with disabilities.
 - c. **Coordinate with Local Organizations:** City departments should work with non-profits and community organizations to ensure clear procedures, logistical support, and coordination of services for shelter operations.
- B. **Goal (End-State) –** Strengthen regional collaboration, resource sharing, and response coordination by improving processes for managing emergency transportation mutual aid agreements (MOA)/memorandums of understanding (MOU) with Cherriot's and Keizer/Salem School Bus system.
1. **Objective (Purpose) –** Strengthen the effectiveness and reliability of mutual aid agreements thorough a comprehensive review and update process, that fosters inter-agency cooperation, and ensuring timely, coordinated responses during emergencies and disasters.
 2. **Line of Effort – Enhance MOA/MOUs to establish emergency transportation availability.**
 - a. **Assess Current Agreements:** Conduct a comprehensive review of existing mutual aid agreements to identify gaps, outdated provisions, and areas for improvement.
 - b. **Engage Stakeholders:** Collaborate with relevant local, regional, and state agencies, including emergency services, law enforcement, healthcare providers, and utility companies, and the school district to gather input and ensure all parties' needs and expectations are addressed.
 - c. **Define Clear Roles and Responsibilities:** Establish clear roles, responsibilities, and expectations for each party involved in mutual aid agreements, ensuring clarity in both routine and emergency situations.
 - d. **Update Resource Sharing Processes:** Revise and standardize processes for resource sharing (personnel, equipment, supplies) to improve efficiency and responsiveness during mutual aid activation.
 - e. **Develop Communication and Coordination Plans:** Strengthen communication channels and coordination strategies among participating agencies to ensure seamless operations during crises.
 - f. **Create Training and Exercise Opportunities:** Develop and implement training programs and simulation exercises (e.g., activation of school bus system for use as emergency evacuation transportation) for all involved parties to ensure readiness and familiarity with updated agreements and response procedures.

- g. Ensure Legal and Regulatory Compliance: Review and update mutual aid agreements to comply with current legal and regulatory requirements, ensuring alignment with state and federal guidelines.
- h. Sign and Publish MOU/MOA: All responsible parties will sign and publish all new or revised mutual aid agreements.
- i. Monitor and Evaluate Performance: Implement a system for regularly monitoring the effectiveness of mutual aid agreements and make continuous improvements based on lessons learned from exercises and real-world events.

Mitigation Overview

The City of Keizer will conduct mitigation activities as an integral part of the emergency management program. Mitigation is intended to eliminate hazards, reduce the probability of hazards causing an emergency, or lessen the consequences of unavoidable hazards. Mitigation should be a pre-disaster activity, although mitigation may also occur in the aftermath of an emergency with the intent of avoiding repetition of the situation. The Keizer mitigation plan is incorporated into the Marion County Hazard Mitigation Plan.

Planning Assumptions

1. Essential city services will be maintained if conditions permit.
2. An emergency will require prompt and effective response and recovery operations by city emergency services, disaster relief, volunteer organizations, and the private sector.
3. All emergency response staff are trained and experienced in operating under the NIMS/ICS protocol.
4. Each responding city department will utilize existing directives and procedures in responding to major emergencies/disasters.
5. Environmental, technological, and civil emergencies may be of a magnitude and severity that County, State, and Federal assistance is requested.
6. County support for city emergency operations will be based on the principle that emergencies start at the local level. 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.
7. Considering shortages of time, space, equipment, supplies, and personnel during a catastrophic disaster, self-sufficiency will be necessary for the first hours or days following the incident.
8. Outside assistance may be available in most major emergency/disaster situations that affect Keizer. Although this plan defines procedures for coordinating such assistance, it is essential for Keizer to be prepared to carry out disaster response and short-term actions on an independent basis.
9. 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.
10. City communication and offices 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:
 - a. Familiar with established policies and procedures.
 - b. Assigned pre-designated tasks.
 - c. Formally trained in their duties, roles, and responsibilities required during emergency operations.

- d. Provided policies and procedures in multiple languages to accommodate those whose first language is not English.
11. The city will continue to be exposed to the hazards noted above, as well as others that may develop in the future.
12. The city has limited resources and depends upon regional and other local governments and agencies for support as well as the volunteer, nonprofit, and private sectors.
13. 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 independently.
14. It is possible for a major disaster to occur at any time and at any place in the city. In some cases, dissemination of warning and increased readiness measures may be possible; however, many disasters and incidents can occur with little or no warning.
15. 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.

Concept of Operations

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

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

Responsibilities include management and coordination of large-scale incidents, 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 Emergency Manager.

If Keizer requires additional resources beyond its immediate capabilities during an emergency, the city Emergency Operations Center (EOC) will submit a formal request to the Marion County Emergency Management Office. This request will be based on a thorough assessment of the situation, identifying critical gaps in personnel, equipment, medical supplies, shelter support, or other essential services necessary for response and recovery efforts. The request will be communicated through established channels, direct communication with county officials, or other designated protocols. The county will review the request and coordinate the deployment of available resources or escalate the need to the state if necessary. The city EOC will maintain situational awareness and ensure the efficient integration of incoming support into response operations while providing regular updates to county officials.

A. Response Priorities

1. **Lifesaving/Protection of Property:** This focuses on efforts to save lives of persons other than City employees and their dependents. It may include prevention or mitigation of major property damage if results of such damage would likely present an immediate danger to human life.
2. **Incident Stabilization:** This focuses on protection of mobile response resources, isolation of the impacted area, and containment (if possible) of the incident.
3. **Property Conservation:** This focuses on the protection of public facilities essential to life safety/emergency response, protection of the environment whenever public safety is threatened, and protection of private property.

B. Incident Management

When an emergency arises and normal organization and functions of city government are

insufficient to effectively meet response requirements, the City Manager (or designee) will activate and implement all or part of this EOP. In addition, the City Manager may partially or fully activate and staff the City EOC based on an emergency type, size, severity, and anticipated duration. Concurrently, all the city emergency services involved will implement their respective plans, procedures, and processes and will provide the City Manager with the following information:

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

C. Initial Actions

Upon activation of all or part of this EOP, the Incident Commander (IC) (or designee) will immediately implement the actions outlined below:

1. Alert threatened populations and initiate evacuation as necessary.
2. Instruct appropriate city emergency service providers to activate necessary resources.
3. Assign radio frequencies and communications equipment, implement a communications plan, and confirm interoperability among EOC staff and response agencies.
4. If circumstances require immediate action, the city manager is authorized to declare a state of emergency, provided that the city council ratifies such declaration at the first available opportunity. Upon declaration by the city manager or the city council, the city manager is empowered to assume centralized control of and have authority over all departments, divisions, and offices of the city in order to implement the provisions of this article. The state of emergency declared pursuant to this section shall specify the factors which warrant the exercise of emergency controls. The city manager shall terminate the state of emergency when the emergency no longer exists or the threat of an emergency has passed.
5. Prepare to staff the city EOC as appropriate for the incident with maximum 12-hour shifts.
6. City personnel and support staff will be deployed to restore normal activity and provide essential community services as soon as possible following an emergency incident.

Organization and Assignment of Responsibilities

A. Organization

Local and County agencies and response partners may have various roles and responsibilities throughout the duration of the emergency. Therefore, it is particularly important that the command structure for the city of Keizer 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 severity of impacts, size of the incident(s), and availability of local resources. Thus, it is imperative to develop and maintain depth within the command structure and response community.

The County Emergency Management Director is responsible for emergency management planning and operations for the area of the county lying outside the incorporated municipalities of the county. Keizer Code Chapter 16 – Emergency Management and Emergency Services delegates city emergency management planning and operations to the Emergency Manager who is appointed by the City Manager. Emergency Management responsibilities may be shared with Marion County Emergency Management

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 critical staff are identified and trained at a level enabling 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 city department is responsible for developing and maintaining its own emergency management procedures. Specific responsibilities are outlined below, as well as in individual annexes.

B. Assignment of Responsibilities

The City of Keizer has developed and adopted a plan for implementation of the NIMS and to assist with training and preparing essential response staff and support personnel to incorporate ICS/NIMS concepts in all facets of an emergency. Each agency and department are responsible for ensuring that critical staff are identified and trained at a level enabling effective execution of existing response plans, procedures, and policies. A training roster that highlights levels and types of training completed by response personnel and essential City support staff must be maintained by individual agencies, volunteer organizations, private companies, and other community partners.

When a declaration of emergency exists within the City of Keizer and there is not sufficient time for the City Council to convene, the City Manager will declare an emergency. The emergency declared by the City Manager shall authorize specific emergency powers and exist for the period set forth in the declaration, not to exceed two weeks. The City Council

shall convene as soon as practical to ratify the Emergency Declaration. The declaration of emergency may be extended by the City Council for additional periods of time as necessary.

The City of Keizer Emergency Management has the responsibility for maintaining the readiness of the EOC and identifying support staff and ensuring they are adequately trained to perform their position duties. 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 an emergency. Other departments may be requested to provide assistance in an emergency.

1. Emergency Manager

The Keizer Emergency Manager is responsible for the following common tasks:

- a. Assigning personnel to the local and/or County EOC.
- b. Notifying department personnel and implementing established call-down procedures to contact key stakeholders and essential staff.
- c. Establishing ICS.
- d. Providing training to key personnel and emergency response staff.
- e. Protecting vital records, materials, facilities, and services.
- f. Providing information and instructions to personnel regarding self-protection and minimizing exposure resulting from hazards associated with an emergency.

2. Mayor and City Council

General responsibilities of the Mayor and City Council include the following tasks:

- a. Establish emergency management authority by city ordinance.
- b. Adopt an EOP and other emergency management–related plans, resolutions and ordinances.
- c. Declare a State of Emergency and request assistance through the county (performed by the City Council).
- d. Act as a liaison to the community during activation of the EOC.
- e. Act on emergency funding needs.
- f. Attend timely incident update briefings.

C. Responsibilities by Community Lifeline

FEMA's Community Lifelines are essential services that enable communities to function and recover in times of disaster. These lifelines include Safety and Security, Food, Water, Shelter, Health and Medical, Energy, Communications, Transportation, and Hazardous Materials. They are critical for ensuring stability and resilience in emergency situations. Local governments, emergency responders, and community organizations share the responsibility of maintaining and restoring these lifelines during crises. This involves coordinating resources, providing essential aid, and ensuring public safety. By strengthening these lifelines, communities can minimize disruptions, protect lives, and accelerate recovery efforts.

1. Safety and Security

a. Keizer Police Department is responsible for the following tasks:

- i. Provide a representative to the EOC.
- ii. Provide emergency response according to department SOPs and guidelines.

- iii. Protect life and property and preserve order.
 - iv. Evacuate disaster areas.
 - v. Provide law enforcement and criminal investigation.
 - vi. Isolate damaged areas.
 - vii. Provide traffic control, crowd control, and site security (including security for critical facilities).
 - viii. Provide damage reconnaissance and reporting.
 - ix. Provide support for Fire District and Public Works Department emergency operations as requested.
 - x. Safeguard essential department records.
 - xi. Maintain internal notification/call rosters.
 - xii. Actively participate in the emergency planning process; develop and maintain mutual aid agreements, supporting SOPs, and annexes necessary for department response.
- b. Marion County Sheriff's Office may be responsible for the following tasks:
- i. Protect life and property and preserve order.
 - ii. Evacuate disaster areas.
 - iii. Provide law enforcement and criminal investigation.
 - iv. Isolate damaged areas.
 - v. Provide traffic control, crowd control, and site security (including security for critical facilities).
 - vi. Provide damage reconnaissance and reporting.
 - vii. Provide support for Fire District and Public Works Department emergency operations as requested.
 - viii. Safeguard essential department records.
 - ix. Maintain internal notification/call rosters.
 - x. Actively participate in the emergency planning process; develop and maintain mutual aid agreements, supporting SOPs, and annexes necessary for department response.
 - xi. Provide Search and Rescue capabilities.
- c. Keizer Fire District and Marion County Fire District 1 are responsible for the following tasks during an emergency:
- i. Provide a representative to the EOC.
 - ii. Provide emergency response according to KFD or MCFD1 SOPs and guidelines.
 - iii. Provide pre-hospital emergency medical services.
 - iv. Inspect shelters and damaged areas for fire hazards.
 - v. Assist law enforcement personnel in alert and warning and evacuation operations.
 - vi. Provide support to law enforcement and emergency response as requested.
 - vii. Safeguard essential department records.
 - viii. Maintain internal notification/call rosters.
 - ix. Provide fire prevention and inspection to prevent loss of life, loss of property, and damage to the environment.
 - x. Actively participate in the emergency planning process; develop and maintain mutual aid agreements and supporting SOPs and annexes necessary for department response.
- d. The Keizer City Attorney in coordination with the City of Keizer is responsible

for the following tasks in the event of an emergency:

- i. Advise city officials regarding the emergency powers of local government and necessary procedures for invocation of measures to:
 - ii. Implement wage, price, and rent controls.
 - iii. Establish rationing of critical resources.
 - iv. Establish curfews.
 - v. Restrict or deny access.
 - vi. Specify routes of egress.
 - vii. Limit or restrict use of water or other utilities.
 - viii. Advise on the removal debris from publicly or privately owned property.
 - ix. Review and advise city officials regarding possible liabilities arising from disaster operations, including the exercising of any or all the above powers.
 - x. Prepare and recommend local legislation to implement the emergency powers required during an emergency.
 - xi. Advise city officials and department directors regarding record keeping requirements and other documentation necessary for the exercising of emergency powers.
 - xii. Thoroughly review and maintain familiarity with current ORS 401 provisions as they apply to county or city government in disasters.
 - xiii. Prepare and maintain supporting SOPs and annexes.
- e. Emergency Manager
 - i. Establish procedures for employing temporary personnel for disaster operations.
 - ii. Coordinate deployment of reserve personnel to city departments requiring augmentation.
 - iii. Conduct ongoing hazard awareness and public education programs.

2. Food, Hydration, Shelter

- a. Keizer Police Department
 - i. Evacuation and population protection
 - ii. Identify high hazard areas and corresponding number of potential evacuees.
 - iii. Coordinate evacuation planning, including:
 - (a) Movement control
 - (b) Transportation needs
 - (c) Emergency Public Information materials
 - (d) Prepare and maintain supporting SOPs and annexes.
- b. Keizer Fire District
 - i. Provide shelter within the fire station as mission, space, and resources are available.
 - ii. Oversee shelter and reception location at fire station.
 - iii. Provide Health and medical.
- c. Marion County Health and Human Services
 - i. See Marion County EOP for Marion County Health and Human Services roles and responsibilities
- d. Emergency Manager
 - i. Establish procedures for employing temporary personnel for disaster operations.

- ii. In cooperation with the Keizer Police establish and maintain a staffing reserve.
- iii. Coordinate deployment of reserve personnel to city departments requiring augmentation.
- iv. Conduct ongoing hazard awareness and public education programs.
- v. Develop and maintain procedures for sheltering in place.
- vi. Compile and prepare emergency information for the public in case of emergency.
- vii. Arrange for media representatives to receive regular briefings on the City's status during extended emergency situations.
- viii. Secure printed and photographic documentation of the disaster situation.
- ix. Handle unscheduled inquiries from the media and the public.
- x. Be aware of Spanish-only-speaking and/or bilingual population centers within the city and prepare training and news releases accordingly.
- xi. Define responsibilities of city departments and private sector groups
- xii. Prepare and maintain supporting SOPs and annexes.

3. Health and Medical

- a. Keizer Fire District and Marion County Fire District 1
 - i. Coordinate provision of EMS.
 - ii. Request additional EMS assets as necessary.
 - iii. Initial lifesaving and treatment.
- b. Salem Hospital
 - i. Treatment of casualties.
- c. Marion County Health and Human Services
 - i. See Marion County EOP for Marion County Health and Human Services roles and responsibilities
- d. Marion County Medical Examiner
 - i. Provide death notifications.

4. Energy (Power and Fuel)

- a. Salem Electric, PGE and Northwest Natural Gas are the main power and fuel producing companies within the area and may aid as requested by the Keizer Public Works Department
- b. City of Keizer Public Works Department
 - i. Energy and utilities-related responsibilities include the following tasks:
 - ii. Work with local energy facilities to restore damaged energy utility infrastructure and accompanying systems.
 - iii. Coordinate temporary emergency power generation capabilities to support critical facilities until permanent restoration is accomplished.
 - iv. Coordinate information from the damage assessment team. The damage assessment team is comprised of personnel from City departments with assessment capabilities and responsibilities such as the Keizer Police Department, Keizer Fire District, and Keizer Public Works Department.
 - v. Train and provide damage plotting team members to the EOC.
 - vi. Assist in reporting and compiling information regarding deaths, injuries, and dollar damage to tax-supported facilities and to private property.
 - vii. Assist in determining the geographic extent of the damaged area.

5. Communications
 - a. Marion Area Multi-Agency Emergency Telecommunications (METCOM 9-1-1)
 - i. Responsible for emergency communication between emergency responders.
 - b. Emergency Manager
 - i. Establish emergency purchasing procedures and/or a disaster contingency fund.
 - ii. Maintain records of emergency-related expenditures for purchases and personnel.
 - c. Administration/Finance Department is responsible for the following tasks:
 - i. Compile estimates of damage for use by City officials in requesting disaster
 - ii. Evaluate the effect of damage on the City's economic index, tax base, bond ratings, insurance ratings, etc. for use in long-range recovery planning.
6. Transportation
 - a. City public works personnel are responsible for the following tasks in an emergency:
 - i. Provide a representative to the EOC.
 - ii. Assessment damage to streets, bridges, traffic control devices, wastewater treatment system, and other public works facilities. Assist in damage assessment of other city infrastructure and residential buildings.
 - iii. Remove debris.
 - iv. Barricade hazardous areas.
 - v. Coordinate the condemnation of unsafe structures.
 - vi. Provide support to traffic, crowd control, and evacuation operations.
 - vii. Provide support to the police department and fire district emergency operations, as requested.
 - b. Salem-Keizer School District
 - i. Salem-Keizer School District could provide transportation via school buses.
7. HAZMAT
 - a. Salem HAZMAT Team #13.
 - i. Oil and Hazardous Materials responsibilities include the following tasks:
 - (a) Conduct oil and hazardous materials (chemical, biological, etc.) response, including spill containment, short- and long-term clean-up, planning, and coordination.
 - (b) Assess the health effects of a hazardous materials release.
 - (c) Identify the needs for hazardous materials incident support from regional and State agencies.
 - (d) Disseminate protective action (e.g. evacuation, shelter-in-place).
 - (e) Prepare and maintain supporting SOPs and annexes.
 - ii. Radiological Protection: General responsibilities include the following tasks:
 - (a) Establish, maintain, and coordinate a radiological monitoring and reporting network throughout the county; provide input to the

- statewide Oregon Emergency Response System (OERS) at 800-452-0311.
- (b) Secure initial and refresher training for instructors and monitors.
 - (c) Under fallout conditions, provide city and county officials and department directors with information regarding fallout rates, fallout projections, and allowable doses.
 - (d) Provide monitoring services and advice at the scene of accidents involving radioactive materials.
 - (e) Prepare and maintain supporting SOPs and annexes.
- b. Keizer Police Department is responsible for the following tasks:
- i. Protect life and property and preserve order.
 - ii. Evacuate disaster areas.
 - iii. Provide law enforcement and criminal investigation.
 - iv. Isolate damaged areas.
 - v. Provide traffic control, crowd control, and site security (including security for critical facilities).
8. Water Systems
- a. City public works personnel are responsible for the following tasks in an emergency:
 - b. Assess damage to the water system and other public works facilities. Partner with the City of Salem for the assessment of damage to the wastewater treatment system.
 - c. Direct repair of critical city facilities followed by priority restoration of streets and bridges. See Appendix F, Critical Facilities List.
 - i. Barricade hazardous areas.
 - ii. As necessary, augment sanitation services.

Nongovernmental Organizations

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

1. Train and manage volunteer resources.
2. Identify shelter locations and needed supplies.
3. Provide critical emergency services to those in need, such as cleaning supplies, clothing, food and shelter, and assistance with post-emergency cleanup.
4. Identify those whose needs have not been met and help coordinate the provision of assistance.

B. Individual 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 taking the following measures:

1. Reduce hazards in their homes.
2. Prepare emergency supply kits and household emergency plans.
3. Monitor emergency communications.

4. Volunteer with established emergency response organizations.
5. Enroll in emergency response training courses.
6. Sign up for emergency alerts.

C. County Response Partners

The County EMD has been appointed under the authority of the Board of County Commissioners. The County EMD is responsible for developing a county-wide emergency management program to facilitate a coordinated response to a major emergency or disaster. This program is developed through cooperative planning efforts with the incorporated and unincorporated communities of the county. Roles and responsibilities of county emergency management include the following tasks:

1. Serve as the lead agency for all natural and man-made disasters.
2. Provide resources when requested, if available.
3. Forward requests for a Declaration of Emergency to the Oregon Department of Emergency Management when requested resources are not available.
4. Actively participate in the emergency planning process.

D. State Response Partners

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

Under the direction and control of department directors, agencies of the state government represent the State Emergency Support Functions. 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. Some state agencies may call upon their federal counterparts to provide additional support and resources, following established procedures and policies for each agency.

E. Federal Response Partners

Federal response partners are typically requested by ODEM if 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 CEMP and, if necessary, the National Response Framework (NRF).

Continuity of Government

- A. The city has not formalized a City Continuity of Operations (COOP) or a Continuity of Government (COG) plan to date.

Emergencies may disrupt normal business activities. Refer to the table below for the roles of government during an emergency.

Table 1-6 City Lines of Succession	
Emergency Operations	Emergency Policy and Governance
Emergency Manager	City Council

Table 1-6 City Lines of Succession	
Emergency Operations	Emergency Policy and Governance
Incident Commander	Mayor
Operations Chief	Council President
	City Manager

Table 1-6 Policy and operational lines of succession during an emergency

B. 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 department director's office. All employees should be trained in the protocols and contingency plans required to maintain leadership within the department. Emergency Management will provide guidance and direction to department heads to maintain continuity of government and operations during an emergency. Individual department directors within the city are responsible for developing and implementing COOP/COG plans to ensure continued delivery of vital services during an emergency.

C. Preservation of Records

It is the responsibility of City Recorder to ensure that all legal documents of both public and private nature recorded by the designated official (i.e., tax assessor, sheriff's office) be protected and preserved in accordance with applicable State and local laws. Examples include ordinances, resolutions, meeting minutes, land deeds, and tax records.

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Direction and Control

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

A. Authority to Initiate Actions

1. Emergency Powers

- a. City of Keizer Disaster Declaration Process
- c. A declaration of a State of Emergency by the City of Keizer is the first step in accessing disaster assistance (declaration form template is found in Appendix A) but should go through Marion County. According to city code the city Manager can declare an emergency; to be ratified by the City Council for legal authority under ORS 401 to declare a local State of Emergency.
- d. If a quorum of councilors cannot be assembled within a reasonable period, this authority is first delegated to the City Manager and then ratified by the Mayor and City Council as soon as practical. If the City Council is unable to act due to absence or incapacity, the Department Directors or Emergency Manager may exercise local declaration authority. If in the judgment of the IC, time does not permit access to others authorized, the IC can declare a State of Emergency. If the declaration is made by anyone listed above other than the City Council, the City Council should convene as soon as it is practical to ratify the State of Emergency declaration. ODEM has set forth the following criteria necessary in declaring a local emergency:
 - i. Incident time and date.
 - ii. Describe the circumstances impacting an identified area.
 - iii. Identify the problems for which assistance is needed.
 - iv. Clearly state what has been done locally to respond to the impact and needs.

2. Marion County Declaration Process

- a. When an emergency or disaster arises, and it is determined conditions have progressed past the staffing power, equipment, or other resource capabilities of the affected municipality, the County Emergency Management Director will request the following officials activate the Marion County EOP and the County EOC:
 - i. Marion County Public Works Director or designee.
 - ii. Emergency Management Board Designee (EMBD).
- b. Marion County's local declaration process involves an escalation through the EMBD for a formal declaration of emergency or disaster. The declaration will be forwarded to the State of Oregon through OERS and ODEM for review by the Governor. If the Governor issues an emergency or disaster declaration, ODEM will be contacted via OERS for allocation of State resources to support the response.
- c. Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager to the County EMD according to provisions outlined under ORS Chapter 401. The request for a State of Emergency declaration will be documented using the Emergency Declaration Template and should be

accompanied by a current Incident Status Report (ICS Form 209: Incident Status Summary). The declaration may be communicated via radio, fax, or telephone and followed by a hard copy submission.

- d. Assign responsibility for implementation of the EOP.
- e. The Emergency Manager of the City (or designee) is responsible for the direction and control of the City's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through County Emergency Management via the County EOC. County Emergency Management processes subsequent assistance requests to the State. The EOC will coordinate and incorporate County, State and Federal resources into the emergency response.
- f. 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 Keizer Fire District Fire Chief and Marion County Fire Defense Board Chief will assess the status of the incident(s) and, after all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

B. Command Responsibility for Specific Actions

1. General guidance of emergency operations

- a. Designate individuals or departments responsible for overseeing and providing direction for emergency response operations.
- b. The City Emergency Manager has the responsibility for maintaining the readiness of the EOC and identifying and training support staff. City departments will be requested to designate personnel who can be made available to be trained by City Emergency Planning Group and to work in the EOC during a major disaster. Other departments may be requested to aid in a major emergency.

2. Inter-jurisdictional Coordination

a. Municipalities

The city is responsible for the direction and control of city resources during emergencies, including requesting additional resources from mutual aid sources. For resources not covered under mutual aid, requests shall be directed to Marion County Emergency Management.

b. Mutual Aid

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

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

c. Special Service Districts

These districts provide services such as fire protection and water delivery systems not provided by city or county government. Each is governed by an elected Board

of Directors and has policies separate from city and county government. They often overlap with city and county boundary lines and thus may serve as primary responders to emergencies within their service districts.

d. Private Sector

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

e. County Government

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

f. State Government

The Oregon Department of Emergency Management, as defined in the State of Oregon CMEP provides support to the local level and serves as a channel for obtaining resources from outside the State structure, including the assistance provided by the Federal government. The state will work through the county to provide resources.

g. Federal Government

ODEM may ask for assistance from the Federal Government; this is done in dire circumstances. State emergency management will ask for an initial damage assessment from the county, to present to FEMA. If the costs meet the threshold, a Presidential Declaration may be declared, and locals are able to work with FEMA to recover 75% of costs associated with responding to the disaster.

3. Transition to Recovery

a. Demobilization

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

b. Recovery

Recovery comprises steps the city will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power,

communication, water and sewage, disposal of solid and hazardous waste, 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 situation. 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 through grants, if it can be shown additional repairs will mitigate or lessen the chances of damage caused by another similar disaster in the future.

C. Incident Command System

In Oregon, implementation of NIMS and ICS is necessary 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, and scalable, all-hazard incident management system designed to be utilized from the time an incident occurs and continue until the need for management and operations no longer exists. The ICS structure can be expanded or contracted, depending on the incident's changing conditions. The system consists of practices for managing resources and activities during an emergency response. 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. ICS 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 city has established a NIMS/ICS compliant EOC command structure, supporting activation and operational procedures, and position checklists. This information is contained within this EOP; however, this document is not an EOC manual. A typical ICS organizational chart for the city is presented in Figure 1-7.

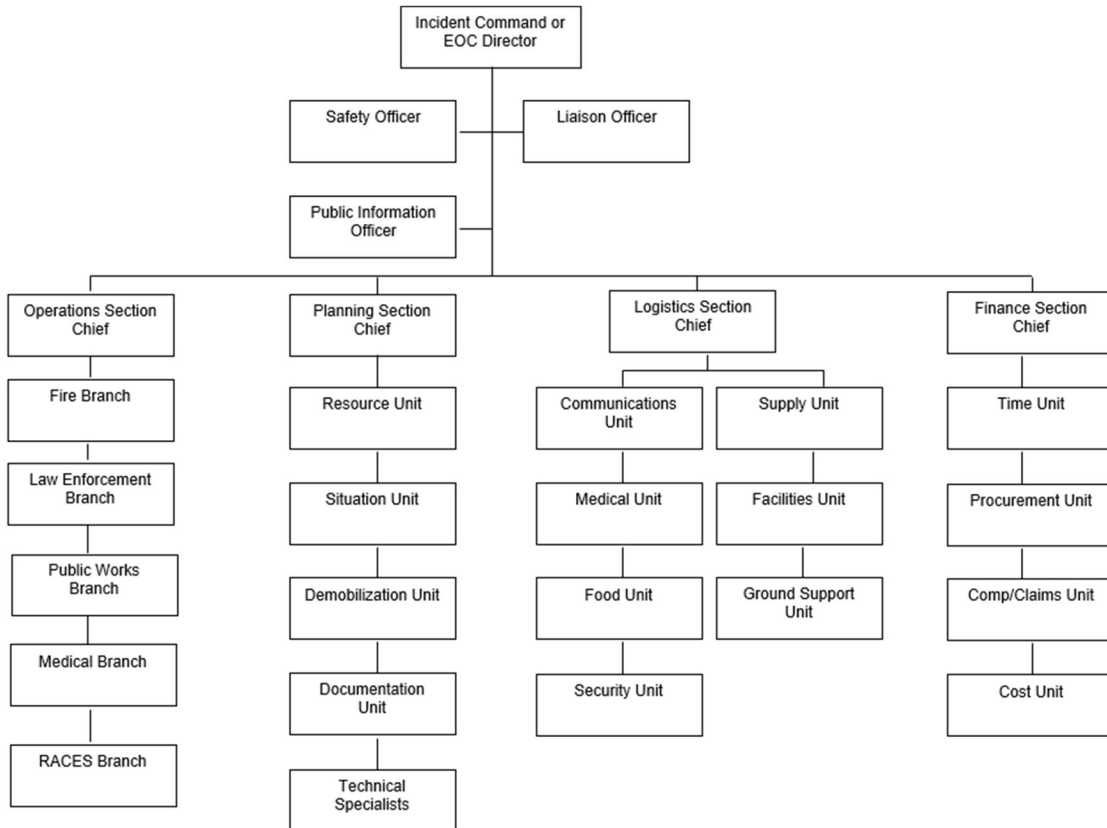


Figure 1-7 Incident Command Structure

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.

In certain instances, more than one ICS position may be managed by a single staff person due to limited personnel and resources available in the city. Thus, it is imperative for all primary and alternate EOC staff to be trained in ICS functions as well as those in their areas of expertise. Regularly exercising ICS, including sub-functions and liaison roles with volunteers and other support staff, will improve overall EOC operation efficiency and add depth to the existing City emergency management program and response organizations.

1. Command Staff

a. Incident Commander

The IC is responsible for the following tasks:

- i. Approve and support implementation of an Incident Action Plan (IAP).
- ii. Coordinate activities supporting the incident or event.
- iii. Approve release of information through the PIO.

- iv. Perform the duties of the command staff if no one is assigned to the position.
- v. Establish an on-scene command post at the scene to maintain close contact and coordination with the EOC.

b. Safety Officer

The Safety Officer is generally responsible for the following tasks:

- i. Identify initial hazards, determine personal protective equipment requirements, and define decontamination areas.
- ii. Implementing site control measures.
- iii. Monitor and assess the health and safety of response personnel and support staff (including EOC staff).
- iv. Prepare and implement a site Health and Safety Plan and update the IC regarding safety issues or concerns, as necessary.
- v. Exercise emergency authority to prevent or stop unsafe acts.

e. Public Information Officer (PIO)

A lead PIO will 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 the following tasks:

- i. Develop and coordinate the release of information to incident personnel, media, and the public.
- ii. Coordinate information sharing among the public information network using a Joint Information System and, if applicable, establishing and staffing a Joint Information Center.
- iii. Implement information clearance processes with the IC.
- iv. Conduct and/or manage media briefings and implement media-monitoring activities.

f. 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. Liaisons represent entities and organizations such as hospitals, school districts, tribes, public works/utility companies, and volunteer services such as the American Red Cross. Responsibilities typically associated with the liaison role include the following tasks:

- i. Serve as the contact point for local government officials, agency or tribal representatives, and stakeholders.
- ii. Coordinate information and incident updates among interagency contacts, including the public information network.
- iii. Provide resource status updates and limitations among personnel, capabilities, equipment, and facilities to the IC, government officials, and stakeholders.
- iv. The annexes attached to this plan contain general guidelines for the city governmental entities, organizations, county officials and departments to carry out responsibilities assigned at the City EOC or other designated facility where response efforts will be coordinated.

2. General Staff

a. Operations Chief

The Operations 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:

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

The Operations Chief is responsible for the following tasks:

- i. Provide organizational support and direct the implementation of operational plans and field response activities.
- ii. Develop and coordinate tactical operations to carry out the Incident Action Plan.
- iii. Manage and coordinate various liaisons representing community response partners and stakeholders.
- iv. Direct IAP tactical implementation.
- v. Request resources needed to support the IAP.

b. Planning Chief

The Planning section is responsible for forecasting future needs and actions related to 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 the following tasks:

- i. Collect, evaluate, and distribute information regarding the incident and provide a status summary.
- ii. Prepare and disseminate the IAP.
- iii. Conduct planning meetings and develop alternatives for tactical operations.
- iv. Maintaining resource status.

c. Logistics Chief

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

- i. Provide and manage resources to meet the needs of incident personnel.
- ii. Manage various coordination of resources, such as transportation-related

- equipment, EOC staff support services, supplies, facilities, and personnel.
 - iii. Estimate future support and resource requirements.
 - iv. Assist with development and preparation of the IAP.
- d. Finance/Administration
 - i. The Finance/Administration Section is specific to the type of incident and severity of resulting impacts. In some instances, agencies may not require assistance, or only a specific function of the section may be needed. These functions can be staffed by a technical specialist in the Planning section. Potential units assigned to this section include:
 - ii. Compensation/Claims, Procurement, Cost, and Time.
 - iii. Monitoring costs related to the incident.
 - iv. Maintaining accounting, procurement, and personnel time records.
 - v. Conducting cost analyses.

3. Unified Command

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

In a large incident involving multiple jurisdictions and/or regional, State, and Federal response partners, a UC may replace a single organization IC. Each of the four primary ICS sections may be further subdivided, as needed. In smaller situations, where additional people are not required, the IC will directly manage all aspects of the incident organization.

4. Emergency Operations Center

Response activities will be coordinated from an EOC and will be activated upon notification of a possible or actual emergency and based upon the incident level of the emergency. The EOC will track, manage, and allocate appropriate resources and personnel. During large-scale emergencies, the EOC will, in fact, become the seat of government for the duration of the crisis.

5. EOC Activation

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

- a. The EOC will be activated by the City Manager, Emergency Manager, Police Chief, Public Works Director, or IC in order of succession. The IC will assume responsibility for all operations and direction and control of response functions.
- b. The Emergency Manager will determine the level of staffing required and will alert the appropriate personnel, agencies, and organizations.
- c. Emergency operations will be conducted by city departments, augmented as required by trained reserves, volunteer groups, and forces supplied through mutual aid agreements. County, State, and Federal support will be requested if the situation dictates.

- d. Communications equipment in the EOC will be used to receive information, disseminate instructions, and coordinate emergency operations.
The IC may establish a command post at the scene to maintain close contact and coordination with the EOC.
 - e. Department Directors and organization leaders are responsible for emergency functions assigned to their activities, as outlined in their respective annexes.
 - f. The EOC will normally operate on a 24-hour basis, rotating on 12-hour shifts, or as needed.
 - g. As soon as it is practical, the Emergency Manager will notify the County when the city EOC is activated. County Emergency Management should be briefed, and a preliminary determination made of whether a request for disaster declaration is likely.
 - h. Periodic updates will be issued to Marion County Emergency Management as the situation requires.
5. Emergency Operations Center Location
- a. The city of Keizer EOC is established at a location in which city officials can receive information relevant to the emergency and provide coordination and control of emergency operations. The primary location for the City EOC is:

Keizer Event Center
930 Chemawa Rd NE
Keizer, Oregon, 97303

- b. If necessary, an alternate location for the city EOC is:

Keizer Fire District Station # 1
661 Chemawa Rd NE
Keizer, Oregon, 97303

If during an emergency it becomes necessary to relocate the EOC, the Emergency Manager will designate a facility and alert all responding agencies and the County of the new EOC location and revised contact information. If time allows, the relocated EOC will be confirmed as operational prior to the deactivation of the existing EOC. The existing EOC will be closed in accordance with de-activation procedures.

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Information Collection and Dissemination

A. Information Collection and Dissemination

1. Disaster information managed by the City of Keizer Emergency Operations Center is coordinated through agency representatives located in the EOC. These representatives collect information from and disseminate information to counterparts in the field. These representatives also disseminate information within the EOC that can be used to develop courses of action and manage emergency operations.
2. Detailed procedures that identify the type of information needed, where it is expected to come from, who uses the information, how the information is shared, the format for providing the information, and specific times the information is needed are maintained at the City of Keizer EOC or at the City Recorder's Office.
3. The Planning Section (if utilized) in the EOC will be responsible for the collection, analysis, and dissemination of incident-specific information through various mechanisms, including situation status reports, briefings, email communication, maps, and graphics.
4. During an activation of the EOC, a situation report will be developed and issued at the end of each operational period or more frequently if necessary. Each department will gather and provide information for the Planning Section. The Planning Section will be responsible for analyzing and developing a draft situation report that will be reviewed and approved by the Emergency Manager before release.

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Communications

A. Communications

Traditional communication lines, such as landline telephones, cellular phones, internet/e-mail, and radio, will be used by city response personnel throughout the duration of response activities.

The city of Keizer uses Everbridge as a broadcast mass communication system.

The Emergency Manager shall provide the public with educational/ instructional materials and presentations on subjects regarding safety practices and survival tactics for the first 72 hours of a disaster. Emergency notification procedures are established among the response community, and call-down lists are updated and maintained through each individual agency or department.

1. External partners can be activated and coordinated through city EOC communications.
2. Alert and Warning (Keizer Police Department)
 - a. Once an emergency has occurred, the following tasks are necessary to ensure the proper agencies are notified, helping to facilitate a quick and coordinated response.
 - b. Disseminate emergency public information, as requested.
 - c. Receive and disseminate warning information to the public and key County and City officials and mobilize City staff as necessary.
 - d. Prepare and maintain supporting SOPs and annexes.
 - e. Communication Systems (Keizer Police Department and Willamette Valley Communications Center (WVCC)).
3. The following tasks are necessary to ensure the city maintains reliable and effective communication among responders and local government agencies during an emergency:
 - a. Establish and maintain emergency communications systems for all city departments (including the Keizer Fire District).
 - b. Manage and coordinate all emergency communications operated within the EOC, once activated.
 - c. Coordinate use of all public and private communication systems necessary during emergencies.
 - d. Maintain internal notification/call rosters.
 - e. Maintain a communications link between the EOC and field operations.
 - f. Participate in the emergency planning process; prepare and maintain SOPs and annexes supporting this plan.

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Administration, Finance, and Logistics

A. General Policies

This section outlines general policies for administering resources, including the following:

1. Funding and Accounting

- a. During an emergency, the city is likely to find it necessary to redirect city funds to effectively respond to the incident. The authority to adjust department budgets and funding priorities rests with the City Council; emergency procurement authority is delegated to the City Manager with the approval of the City Council.
- b. If an incident in the city requires major redirection of the city's fiscal resources, the following general procedures will be followed:
 - i. The City Council will meet in an emergency session to decide how to respond to the emergency funding needs.
- c. The City Council will declare a State of Emergency and request assistance through the County.
- d. If a quorum of Councilors cannot be reached, and if a prompt decision will protect lives, City resources and facilities, or private property, the City Manager (or designee) may act on emergency funding requests. The Mayor and City Council will be advised of such actions as soon as practical.
- e. To facilitate tracking of financial resources committed to the incident, and to provide the necessary documentation, a discrete charge code for all incident-related personnel time, losses, and purchases will be established by the Finance Section.

2. Records and Reports

- a. Resource requests and emergency/disaster declarations must be submitted by the City Emergency Manager to the County EMD according to provisions outlined under ORS Chapter 401. The request for a State of Emergency declaration will be documented using the Emergency Declaration Template and should be accompanied by a current Incident Status Report (ICS Form 209: Incident Status Summary). The declaration may be communicated via radio, fax, or telephone and followed by a hard copy, with the signature of the official, for submission.
- b. The Emergency Manager of the City (or designee) is responsible for the direction and control of the city's resources during an emergency and for requesting additional resources required for emergency operations. All assistance requests are to be made through Marion County Emergency Management. County Emergency Management processes subsequent assistance requests to the State. The EOC will coordinate and incorporate County, State, and Federal resources into the emergency response.
- c. 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 Oregon Department of the State Fire Marshal. This act allows the State Fire Marshal to mobilize and fund fire resources throughout the State during emergency situations. The Keizer Fire District Fire Chief and Marion County Fire District Defense Board will assess the status of the incident(s) and, after all criteria have been met for invoking the Conflagration Act, notify the State Fire Marshal via OERS. The State Fire Marshal reviews the information and notifies the Governor, who authorizes the act.

3. Agreements and Understandings
 - a. State law (ORS 401.480 and 401.490) authorizes local governments to enter into Cooperative Assistance Agreements with public and private agencies in accordance with their needs e.g., the ORCAA Oregon Resource Coordination Assistance Agreement. Personnel, supplies, and services may be used by a requesting agency if the granting agency cooperates and extends such services. Without a mutual aid pact, however, both parties must be aware State statutes do not provide umbrella protection except in the case of fire suppression pursuant to ORS 476 (the Oregon State Emergency Conflagration Act).
 - b. Existing Mutual Aid Agreements are identified in Appendix B of this plan.
 - c. The City of Keizer will develop and maintain mutual aid agreements, both formal and informal, facilitating the availability and delivery of additional resources to the scene of an emergency. Each department is responsible for developing the agreements necessary to augment available resources. Copies of these documents can be accessed in each department or within Appendix A. During an emergency, a local declaration may be necessary to activate these agreements and allocate appropriate resources. Once mutual aid and intergovernmental agreements are activated, the EOC will coordinate mutual aid and neighboring jurisdiction resources into the emergency response.
4. Assistance Stipulations
 - a. Local policies that have been established regarding the use of volunteers or accepting donated goods and services should be summarized. Elements that should be addressed in this section include:
 - i. Administration of insurance claims
 - ii. Consumer protection
 - iii. Duplication of benefits
 - iv. Nondiscrimination
 - v. Relief assistance
 - vi. Preservation of environment and historic properties
5. Additional Policies
 - a. When the resources of city government are exhausted or when a needed capability does not exist within the city government, the city will contact the county. If the county does not have the capability, they county can contact the state for assistance.
 - b. The incident commander will submit periodic situation reports through the planning chief during a major disaster.

Plan Development and Maintenance

A. Plan Development

1. The city of Keizer Emergency Manager is responsible for developing, maintaining, and distributing the city EOP.
2. The EOP has been developed by the Alliance Solutions Group with assistance and input from city departments and partner organizations.

B. Plan Maintenance

1. Requirements

- a. The Emergency Manager will maintain, distribute, and update the EOP. Responsible officials should recommend changes and provide updated information periodically (e.g., changes of personnel and available resources). Revisions will be forwarded to people on the distribution list.
- b. Directors of supporting agencies have the responsibility of maintaining internal plans, SOPs, and resource data to ensure prompt and effective response to and recovery from emergencies and disasters.

2. Review and Update

At a minimum, this EOP will be formally reviewed and re-promulgated every five years in alignment with State requirements. This review will be coordinated by the City Manager and the 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:

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

Recommended changes should be forwarded to:

City of Keizer, City Hall
930 Chemawa Rd NE
Keizer, OR 97303

- d. In addition, lead agencies will review the annexes and appendices assigned to their respective departments. Any changes in the plan will be noted in the Record of Plan Changes.
3. Changes should be made to plans and appendices when the documents are no longer current. Changes in planning documents may be needed:
 - a. When hazard consequences or risk areas change.
 - b. When the concept of operations for emergencies changes.
 - c. When departments, agencies, or groups that perform emergency functions are reorganized and can no longer perform the emergency tasks laid out in planning documents.
 - d. When warning and communications systems change.
 - e. When additional emergency resources are obtained through acquisition or agreement, the disposition of existing resources changes, or anticipated emergency resources are no longer available.
 - f. When a training exercise or an actual emergency reveals significant deficiencies in existing planning documents.

Authorities and References

A. Legal Authority

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 lives, protect property, and the environment. This plan is issued in accordance with, and under the provisions of, ORS Chapter 401, which establishes the authority for the highest elected official of the City Council to declare a State of Emergency.

The city conducts all emergency functions in a manner consistent with NIMS. As approved by the City Council, the Emergency Manager has been identified as the lead.

Table 1-8 sets forth the Federal, State, and local legal authorities upon which the organizational and operational concepts of this EOP are based.

Table 1-8 Legal Authorities
Federal
<i>Homeland Security Act of 2002 (Public Law 107-296).</i> (2002). Retrieved from U.S. Department of Homeland Security
<i>Robert T. Stafford Disaster Relief and Emergency Assistance.</i> (2013, April). Retrieved from FEMA
<i>Homeland Security Policy Directive / HSPD-5: Management of Domestic Incidents.</i> (n.d.)
<i>Presidential Policy Directive / PPD-8: National Preparedness.</i> (N.d.). Retrieved from U.S. Department of Homeland Security
State of Oregon
<i>Oregon Revised Statutes (ORS) 2017 Edition. Chapter 401 through 404.</i> (2017). Retrieved from Oregon Legislature
<i>State of Oregon Comprehensive Emergency Management Plan.</i> (2023-2026). Retrieved from Oregon Department of Emergency Management
Marion County
The emergency ordinance of Marion County, Chapter 2.35; authority granted to the Marion County Board of Commissioners (1994)
Marion County Emergency Operations Plan (2025-2030), as amended
City of Keizer
Keizer Municipal Code Chapter 16 - Emergency Management Plan

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Appendix A

Emergency Declaration Form

DECLARATION OF EMERGENCY

To: _____,
Marion County Emergency Management

From: _____,
City of Keizer, Oregon

At _____ (time) on _____ (date),
a/an _____ (description of emergency
incident or event type) occurred in the City of Keizer threatening life and property.

The current situation and conditions are:

The geographic boundaries of the emergency are:

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

Signed: _____

Title: _____ Date & Time: _____

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

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Appendix B

Mutual Aid Agreements

- Oregon Resource Coordination Assistance Agreement (ORCAA)

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Glossary of Terms

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

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

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

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

All Hazards: Any incident caused by terrorism, natural disasters, or any CBRNE accident. Such incidents require a multi-jurisdictional and multi-functional response and recovery effort.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents being handled by separate ICS organizations or (2) to oversee the management of large or multiple incidents to which several incident management teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure incidents are properly managed, and ensure objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision making.

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

Audit: Formal examination of an organization or individual's accounts; a methodical examination and review.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified using Roman numerals or by functional area.

Chain-of-Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for managing the following functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

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

Command Staff: In an incident management structure, the Command Staff consists of the Incident Commander; the special staff positions of Public Information Officer, Safety Officer, Liaison Officer; and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

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

Corrective Action: Improved procedures based on lessons learned from actual incidents or from training and exercises.

Corrective Action Plan: A process implemented after incidents or exercises to assess, investigate, and identify and implement appropriate solutions to prevent repeating problems encountered.

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

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

Disciplines: A group of personnel with similar job roles and responsibilities. (e.g. law enforcement, firefighting, HazMat, EMS).

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency Operations Centers: The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g.,

fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, County, City, tribal), or some combination thereof.

Emergency Operations Plan: The “steady state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

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

Evaluation: The process of observing and recording exercise activities, comparing the performance of the participants against the objectives, and identifying strengths and weaknesses.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Exercise: Exercises are a planned and coordinated activity allowing homeland security and emergency management personnel (from first responders to senior officials) to demonstrate training, exercise plans, and practice prevention, protection, response, and recovery capabilities in a realistic but risk-free environment. Exercises are a valuable tool for assessing and improving performance, while demonstrating community resolve to prepare for major incidents.

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

Federal Preparedness Funding: Funding designated for developing and/or enhancing State, Territorial, local, and tribal preparedness capabilities. This includes all funding streams directly or indirectly that support Homeland Security initiatives, e.g. Center for Disease Control and Health Resources and Services Administration preparedness funds.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources in the Operations Section.

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

Homeland Security Exercise and Evaluation Program (HSEEP): A capabilities- and performance-based exercise program providing a standardized policy, methodology, and language for designing, developing, conducting, and evaluating all exercises. Homeland Security Exercise and Evaluation Program also facilitates the creation of self-sustaining, capabilities-based exercise programs by providing tools and resources such as guidance, training, technology, and direct support. For additional information please visit the Homeland Security Exercise and Evaluation Program toolkit at <http://www.hseep.dhs.gov>.

Improvement Plan: The After-Action Report documents the performance of exercise-related tasks and makes recommendations for improvements. The

Improvement Plan outlines the actions the exercising jurisdiction(s) plans to take to address recommendations contained in the After-Action Report.

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

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

Incident Command Post: The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System: A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure reflecting the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to both small and large, complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

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

Incident Management Team: The IC and appropriate Command and General Staff personnel assigned to an incident who have specific training to respond to and emergency incident.

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

Interagency: An organization or committee comprised of multiple agencies.

Interoperability & Compatibility: A principle of NIMS stipulating systems must be able to work together and should not interfere with one another if the multiple jurisdictions, organizations, and NIMS functions are to be effective in domestic incident management. Interoperability and compatibility are achieved by such tools as common communications and data standards, digital data formats, equipment

standards, and design standards. (Department of Homeland Security, National Incident Management System (October 2017))

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

Joint Information System: Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues affecting a response effort; and controlling rumors and inaccurate information to maintain public confidence in the emergency response effort.

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

Lessons Learned: Knowledge gained through operational experience (actual events or exercises) leading to the improved performance of others in the same discipline.

Liaison: Communication or cooperation which facilitates a close working relationship between people or organizations.

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

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

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

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is:

“Any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.”

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

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

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers (EOCs), specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies with jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions stipulating they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National Incident Management System: A system mandated by HSPD-5 which provides a consistent nationwide approach for State, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

Non-Governmental Organization: An entity with an association based on the interests of its members, individuals, or institutions and is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of Non-Governmental Organizations include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

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

Plain Language: Common terms and definitions understood by individuals from all responder disciplines. The intent of plain language is to ensure clear and accurate communication of information during an incident. For additional information, refer to http://www.fema.gov/pdf/emergency/nims/plain_lang.pdf.

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

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: Groups providing interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations. These organizations meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area occur.

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

Private Sector: Organizations and entities not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations.

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

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post-incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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

Resource Typing: Resource typing is the categorization of resources commonly exchanged through mutual aid during disasters. Resource typing definitions help define resource capabilities for ease of ordering and mobilization during a disaster.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities addressing short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and

specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Scalability: The ability of incident managers to adapt to incidents by either expanding or reducing the resources necessary to adequately manage the incident, including the ability to incorporate multiple jurisdictions and multiple responder disciplines.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The section is organizationally situated between the branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.)

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

Standard Operating Procedures: A complete reference document detailing the procedures for performing a single function or several independent functions.

Standardization: A principle of NIMS providing a set of standardized organizational structures (such as the ICS, multi-agency coordination systems, and public information systems) as well as requirements for processes, procedures, and systems designed to improve interoperability among jurisdictions and disciplines in various areas, including: training; resource management; personnel qualification and certification; equipment certification; communications and information management; technology support; and continuous system improvement. (Department of Homeland Security, National Incident Management System (October 2017))

State: When capitalized, refers to the governing body of Oregon.

Strategic: Elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities, the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Strike Team: A set number of resources of the same kind and type and including an established minimum number of personnel.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to

perform the required activity (such as mobile home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity involving an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Training: Specialized instruction and practice to improve performance and lead to enhanced emergency management capabilities.

Tribal: Any Indigenous tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], recognized as eligible for the special programs and services provided by the United States to Indigenous peoples.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional.

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f(c) and 29 CFR 553.101.

Emergency Support Functions (ESF)

A. City officials and emergency responders may need to coordinate with state and federal departments or officials who utilize the Emergency Support Function (ESF) concept. The chart below and definitions will aid in the endeavor.

Marion County ESFs and Organizations
Effective Date: January 2025

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	
	Transportation	Communication	Public Works	Firefighting	Information & Planning	Mass Care	Resource Support	Health & Medical	Search & Rescue	Hazardous Materials	Agriculture, Animals, Natural Resources	Energy	Public Safety & Security	Business & Industry	Public Information	Volunteers & Donations	Cyber & Infrastructure Security	Military Support	
Marion County Board of Commissioners		○			○	○		○						○	●				
Marion County Community Services					○		○				○			●					
Communications/METCOM/WVCC		○		○	○		○						○		○				
Marion County Fire District #1 (MCFD#1)				●	○		○			○					○				
Marion County Emergency Management	○	○	○	○	●	○	○	○	○	○	○	○	○	○	○	○	●	○	○
Marion County Finance					○		●										○		
Marion County Business Services					○	○	●			○		○				○			
Marion County Fire Defense Board	○			●	○			○	○	●									
Marion County Health & Human Services	○			○	○	●	○	○	○	○	○				○	○			
Behavioral Health					○	○	○	○											
Human Services					○	○	○	○											
Public Health					○	○	○	○	○		○				○	○			
Environmental Health	○				○	●	○	○			○					○			
Marion County Sheriff's Office	○				○	○	○	○	○				○		○			○	
Marion County Information Technology		●			○		○										○		
Marion County Public Works	●	○	●		○	○	○	○		○	○	○							
Fleet Services	○				○		○												
Road Maintenance	●				○		○												
Environmental & Solid Waste					○		○			○									

Figure 1-8 Marion County ESF Chart

Acronyms

CBRNE	Chemical, Biological, Radiological, Nuclear, Explosives
CEMP	Comprehensive Emergency Management Plan
CERT	Community Emergency Response Team
ClimRR	Climate Risk & Resilience
COG	Continuity of Government
COOP	Continuity of Operations Plan
CR2K	Community Right-to-Know
EAS	Emergency Alert System
EF	Enhanced Fujita
EMBD	Emergency Management Board Designee
EMD	Emergency Management Director
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Functions
FEMA	Federal Emergency Management Agency
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert & Warning System
MACS	Multi-Agency Coordination System
NGO	Non-Governmental Organizations
NIMS	National Incident Management System
NRF	National Response Framework
NRI	National Risk Index
ODEM	Oregon Department of Emergency Management
OERS	Oregon Emergency Response System
ORCAA	Oregon Resources Coordination Assistance Agreement
ORS	Oregon Revised Statute
PIO	Public Information Officer
RCP	Representative Concentration Pathway
SOP	Standard Operating Procedures
UC	Unified Command
USGS	United States Geological Service
WVCC	Willamette Valley Communications Center 9-1-1

1 CITY COUNCIL, CITY OF KEIZER, STATE OF OREGON

2
3 Resolution R2026-3669

4
5
6 ADOPTING POLICY FOR KEIZER COMMITTEES, BOARDS, AND
7 COMMISSIONS DESIRING TO APPLY FOR GRANTS

8
9
10 WHEREAS, the Keizer City Council adopted Resolution R93-684 on November
11 1, 1993 adopting policy statement governing the application for grant funds;

12 WHEREAS, occasionally, Keizer Committees, Boards, and Commissions desire
13 to apply for grants;

14 WHEREAS, Keizer Committees, Boards, and Commissions are advisory to the
15 Keizer City Council;

16 WHEREAS, there is a need for a policy on how Keizer Committees, Boards, and
17 Commissions can apply for grants to stay in line with Council adopted policy;

18 NOW, THEREFORE,


19 BE IT RESOLVED by the City Council of the City of Keizer that the attached
20 grant application policies for the Keizer Committees, Boards, and Commissions are
21 hereby adopted.

1 BE IT FURTHER RESOLVED that this Resolution shall take effect immediately
2 upon the date of its passage.

3 PASSED this 18th day of May, 2026.

4
5 SIGNED this 18th day of May, 2026.

6
7 
8 _____
Mayor

9
10 
11 _____
City Recorder

POLICY FOR
KEIZER COMMITTEES, BOARDS, AND COMMISSIONS
DESIRING TO APPLY FOR GRANTS

Purpose.

The purpose of this policy is to align with the Keizer City Council policy statement governing the application for grant funds. It is to provide guidance to Keizer committees, boards, and commissions desiring to apply for grants.

Process.

Keizer Committees, Boards, and Commission desiring to apply for grants must take the following steps prior to the submittal of a grant application:

1. The advisory Committee, Board or Commission shall meet to discuss the proposed grant application. A motion and vote must be made prior to the grant application being moved forward to the next step.
2. If the motion passes, the grant application is to be reviewed by the Department Director for appropriateness for the City.
3. If the Department Director believes it is appropriate, the Department Director shall place the matter on the next City Council meeting agenda for the Council's consideration. Such consideration shall include the financial information.
4. If the City Council approves the application, the Department Director shall sign the grant application on behalf of the City and submit it. Council has the sole right to deny the authorization to sign the grant application.

Monitoring.

The Department Director shall be responsible for monitoring the project to ensure that the project is being completed as required under the terms of the grant agreement. The Committee, Board and/or Commission shall be responsible for the day-to-day activities connected with the project and shall report to the Department Director.